

OVERSEAS NEWS

Hawke urges sanctions against Pretoria

BY MICHAEL HOLMAN

MR BOB HAWKE, the Australian Prime Minister, said yesterday it would be in Britain's "self interest" to apply sanctions against South Africa, a call echoed by President Kenneth Kaunda of Zambia who repeated his threat to leave the Commonwealth over the issue.

Mr Hawke said on television in Sydney that he hoped Mrs Margaret Thatcher, the British Prime Minister, would agree to fresh measures against the Republic when she attended a special Commonwealth leaders meeting due to take place in London from August 3 to August 5.

He said: "It would be much better if Mrs Thatcher and the British themselves could see that their own self-interests are much better served this way."

Mr Hawke will join Mrs Thatcher and leaders from the Bahamas, Canada, India, Zambia and Zimbabwe at a meeting to discuss the report of the so-called Commonwealth Eminent Persons Group on their mission to South Africa.

The report ruled out pro-



P. W. Botha... facing the threat of sanctions

pects of political dialogue between black and white and made it clear that Commonwealth leaders should impose fresh economic sanctions against South Africa.

Mr Hawke said the failure of the Commonwealth mission meant Mrs Thatcher had to

accept that sanctions were the only course now open.

President Kaunda will also be at the London meeting. In a television interview yesterday with the BBC's This Week Next programme, he said he was "serious" about his threat to leave the Commonwealth should the meeting not decide on fresh measures against South Africa.

However, he said he believed that Mrs Thatcher would reconsider her opposition to sanctions. They were, he said, "the lesser of two evils. Sanctions will make us (the black-ruled front line states in the region) suffer. But they were the only alternative to the bloodbath that would follow inaction."

President Kaunda put his country's armed forces on alert at the weekend to counter what he said were South African plans to "attack Zambia massively, including sabotage of the bridges which would cut off the copper mining towns. Copper accounts for more than 90 per cent of the country's export earnings."

The information about the

plans had come from the nine South Africans held in the wake of last month's raid by Pretoria on the alleged guerrilla base of the African National Congress (ANC) near the Zambian capital, Lusaka.

In Harare yesterday Mr Robert Mugabe, Prime Minister of Zimbabwe, criticised Britain and the US for refusing to impose sanctions. He told a rally in Harare that at next month's meeting of the Organisation of African Unity (OAU) he would propose the formation of a joint African force to fight Pretoria. "The only language the Boer will understand is the language of the gun," he said.

A United Nations Conference on sanctions against South Africa gets under way in Paris today. Repeatedly, the five-day conference, organised by the UN Special Committee against Apartheid, will review developments since the subject of the last year's meeting in May 1981, and recommend further measures.

The US, Britain and West Germany are boycotting the meeting.

Carla Rapoport in Tokyo writes: Japan will join in economic sanctions against South Africa if the US, Britain and other countries decide to impose them. A Foreign Ministry official said at the weekend.

Japan has already announced a ban on the imports of gold coins from South Africa and the exports of computers to South Africa. However, further economic sanctions would be considered if other nations imposed them, the official said.

The Japanese Government filed an official protest on Friday expressing strong regret over the recent declaration of a state of emergency by South Africa.

Japan is not expected to take any initiative on further economic sanctions, but will wait for the lead set out by its major trading partners. Discussions on the possible impact of further economic sanctions is now being discussed at various Japanese government agencies, including the Ministry for International Trade and Industry.

Mexicans remain silent on IMF moves

By David Gardner in Mexico City

The Mexican Government was yesterday still unable to confirm whether Mr Miguel de la Madrid, the Finance Minister, would this week be leaving for the US to resume substantive negotiations with the IMF on a new economic programme.

"The President (Miguel de la Madrid) is directing negotiations," said a Treasury spokesman, who added that no decision was likely before today.

Mexico is fast running out of foreign exchange with which to service its \$97bn (\$63bn) foreign debt, as a result of this year's oil price collapse and in the absence of any new agreement with its foreign creditors.

However, hopes have risen in the past week that it may soon reach agreement in talks with the IMF which began last

autumn. Mexico is seeking a flexible, 18-month programme with the IMF which would, for example, allow it to bring its budget deficit down from this year's expected 13 per cent of GDP to around 6 per cent by the end of 1987, rather than setting what it regards as unachievable targets for this year.

All Mexico's senior Cabinet Ministers, furthermore, are adamant that the country's commercial bank creditors must make concessions which would alleviate Mexico's debt service burden.

Talks with the banks will not begin until an IMF agreement is tied up, though Mr Miguel de la Madrid said in an interview at the end of last month that Mexico would go to the banks with or without a deal with the IMF.

The finance minister's remarks followed a spate of hardline declarations by senior ministers and the president, which seemed to be preparing the political ground for a moratorium on payments by insisting that Mexico's debt service had to be adjusted to the country's capacity to pay.

The government has now moved to qualify these remarks. Mr de la Madrid gave a studiously calm televised interview last week, in which he said "until now, we have not thought it is the country's interest to default on our foreign obligations."

Syria cancels Iraq meeting

SYRIA has cancelled a possible reconciliation meeting with Iraq because of Iranian pressure, a Syrian newspaper reported yesterday. AP reports from Kuwait.

Citing Arab sources in Lebanon, the newspaper said the cancellation was a postponement—decided a few hours before the foreign ministers of the two neighbouring Arab powers were to have met at their border last Friday.

"The Iranians threatened Syrian President Hafez Assad to cancel the meeting (for Syria) in Lebanon if he pursued his rapprochement plans with the Iraqis," the paper said.

Reagan presses Gorbachev to resume plans for summit

BY NANCY DUNNE IN WASHINGTON

PRESIDENT REAGAN has written Mr Mikhail Gorbachev, the Soviet leader, a conciliatory letter pressing for a resumption in planning for a new superpower summit.

The letter, delivered last week by Mr Arthur Hartman, the US Ambassador in Moscow, proposed an early meeting, perhaps in Europe, between Mr George Shultz, the US Secretary of State, and Mr Eduard Shevardnadze, the Soviet Foreign Minister. The two were scheduled to meet in Washington in May to plan for a US summit this year, but the Soviets cancelled the meeting after the April 15 American bombing of Libya.

Mr Gorbachev, according to press reports, has yet to respond to Mr Reagan's plea because of confusion over the President's stance on arms control.

The Reagan initiative comes at a time of widespread controversy over his decision to abandon the limits on the Salt 2 strategic arms treaty. Administration officials have variously

insisted that the Soviets have already violated Salt 2, promised "restraint" in deploying new weapons and in vague terms linked restraint with Soviet behaviour.

The President has insisted that he wants arms reduction rather than the arms control provided for in Salt 2. On Wednesday the Soviets presented a new proposal in Geneva calling for the reduction of arms and a press conference that night Mr Reagan seemed to go out of his way to recognise Mr Gorbachev as the first Soviet leader to want arms control.

Efforts to get a summit this year have reportedly been forwarded by Mr Armand Hammer, head of Occidental Petroleum Company and a long time US-Soviet go-between. Mr Hammer met in Washington with the President and Mr Leonid Zamyatin, Soviet Ambassador to Britain, to assure them that the President sincerely wants an arms agreement.

Leading economist named Bank of Israel governor

BY LYNN RICHARDSON IN TEL AVIV

PROF. MICHAEL BRUNO, renowned as the architect of Israel's successful economic recovery programme, has been named as governor of the Bank of Israel to replace Dr Moshe Mandelbaum.

Dr Mandelbaum stepped down from the top post of the central bank after a year in office, following the final report into the bank share scandal, which rocked the Israeli economy in October 1983.

The commission of inquiry into the near-collapse of the banking system, headed by Justice Moshe Bejsky, recommended the dismissal or resignation of Dr Mandelbaum along with the heads of the four commercial banks.

Prof Bruno, 54, lectures at the Hebrew University in Jerusalem and, according to the Jerusalem statement, announced his appointment as governor of the Bank of Israel in the highest magnitude. His candidacy was unopposed, although

the name of Mr Adiel Amora, Labour's Deputy Finance Minister, had earlier been put forward.

The choice of Prof Bruno, who is known to have political leanings towards the left and is involved with the Peace Now movement, is deemed acceptable to the right-wing Likud partners in the coalition Government because of his laissez-faire approach to economics.

The new governor will be trying to promote his aims, stated on his introduction of the economic stabilisation plan last July, of restraining government spending and initiating changes in the capital market, after achieving success with the country's foreign reserve and its inflation rate.

Israel's consumer price index rose by 1.6 per cent in May, according to the Central Bureau of Statistics. This brings Israel's annual projected inflation rate to approximately 16 per cent.

Debt rescheduling deal sought by Ivory Coast

BY PETER BLACKBURN

THE IVORY COAST will seek to become the first black African country to obtain an annual rescheduling of official debt when talks open in Paris on June 23.

The talks will test the willingness of western governments to ease rescheduling terms so as to accelerate economic recovery in sub-Saharan Africa.

The Ivory Coast is one of only two sub-Saharan states—with Nigeria—included in the Baker plan to stimulate economic recovery through growth in 15 middle-income developing countries.

A multi-annual rescheduling would ease the execution of a new five-year development plan

due to be adopted soon and frees resources to achieve an annual 5 per cent growth, according to Ivory Coast officials.

The country has an external debt of CFA 60bn (\$11m) and a population of less than 10m. This makes it one of the world's most indebted countries in per capita terms.

Aided by a record cocoa crop last year it is starting to emerge from a five-year recession but a heavy debt service burden could slow economic recovery, economists say.

The Paris club rescheduling is the final element in a package of measures to provide debt relief and promote economic recovery.

UK companies 'pay S. African blacks below target'

BY DAVID THOMAS, LABOUR STAFF

MOST BRITISH companies in South Africa pay their black workers below the minimum target set by the European Commission, according to a new report.

The report, prepared by the Ethical Investment Research and Information Service (Eiris), a church-backed research group, claims to be the most detailed independent assessment of pay in South African subsidiaries and associates of British companies ever published.

It claims misleading figures are published annually by the Department of Trade and Industry (DTI) summarising returns under the EEC code of conduct for companies with interests in South Africa.

The Eiris study looks at the returns of 135 British companies analysed in the latest DTI report on the EEC code of conduct which covers the year to June 30 1985.

Eiris says at least 15 per cent, and possibly as many as 65 per cent, of the black workers in

these companies were paid significantly below the EEC target for minimum pay. The equivalent figure in the DTI report is 7.6 per cent.

Eiris found that 75 per cent of the 135 companies paid minimum rates significantly below the EEC target. A total of 40 companies paid minimum rates below the levels defined by South African research institutes as necessary for subsistence living for a black worker and his family.

Minimum monthly pay should have been R325 (£72) to meet the EEC target in June 1985, according to Eiris. However, most of the 135 companies paid minimum rates below R380.

Most British companies also failed to employ as many black workers as would be expected from the share of blacks in the South African population, Eiris says.

Although more than 75 per cent of the South African population is classified as black, only

COMPANIES PAYING MINIMUM RATES AT LESS THAN HALF THE EEC TARGET

Company	Financial Ratio (£1 = R4.72) monthly pay
BET	R257
Thorn EMI	R252
McKeechle	R251
Alfred McAlpine	R229
National Employers Mutual General Insurance	R247
BBA	R229
Frank Fehr	R228
APB Industries	R220
Robeck International	R205
Pritchard Services	R199
British Petroleum	R198
Lonrho	R187
Electronic Rentals	R180
Low & Bonar	R154
Union International	R153
Hickson International	R 93

Source: Eiris

10 of the 122 British companies giving this information employ that proportion, according to Eiris. At about 66 companies less than half the workforce is black and at 18 companies less

than a quarter of the workforce is black.

Eiris says the differences between its report and DTI figures arise for three main reasons:

For example, nine companies supply minimum wage figures relating to only one employee, making it impossible to establish the precise numbers paid below the EEC target.

UK Companies' South African Pay and Conditions, Eiris, 9, Folland St, London W1V 3DG. £2.00.

Punjab police seek 40 'hardcore rebels'

BY JOHN ELLIOTT IN AMRITSAR

POLICE CHIEFS in the northern Indian state of Punjab, where more than 150 people have been killed in the past two months, believe that about 40 "hardcore terrorists" are responsible for organising the violence carried out by over 4000 Sikh extremists, many aged between 18 and 25.

Extremist violence has increased in the past six months, overturning hopes of Mr Rajiv Gandhi, the Indian Prime Minister, for an accord reached with Sikh leaders 11 months ago. Four people were killed in the state yesterday.

Mr Julius Ribeiro, a former Bombay police chief who was appointed director general of

Punjab's demoralised police force at the end of March, says that his efforts to arrest the 40 are seriously impeded by political interference in police activities from members of Punjab's ruling Akali Dal government, by local politicians and other local figures trying to influence police actions, and by widespread fear of assassination among policemen.

In an interview yesterday, as he finished a week-long tour of the state, Mr Ribeiro said: "Progress is not very encouraging. We are a long way off my target of turning this terrorism into a simple law and order problem. But when we catch these main 40 people we

will have broken the back of it." He would not say how long this might take, although the end of the year is a target of some senior police officers.

He claimed that police evidence showed that neighbouring Pakistan helped the extremists by "brainwashing and training" Sikhs who crossed the border, by supplying sophisticated arms, and by providing general encouragement. Police yesterday arrested one extremist who, they said, had been trained with four others in Pakistan between February and May this year.

Police chiefs say that since the violence started to build up in Punjab three years ago,

criminals, with police records have linked up with religiously motivated extremists so that Sikh sectarian targets of causing communal unrest and driving Hindus out of Punjab have become merged with bank robberies, killings and smuggling.

"We now have 40 gang leaders, each with maybe eight to 10 followers, making a total of about 400 who can at any time recruit from perhaps 3,000 to 4,000 young men who have been brainwashed in a number of ways," Mr Ribeiro said. "We must get at least 35 of them—so far we have captured three and killed two."

"But we have to recognise that terrorism cannot be wiped out as the west has learned. It can only be controlled and brought under manageable proportions. Our aim must be to motivate the policemen in the local stations, they are our cutting edge, so that the terrorists

become the hunted, not the hunters as they are now."

The spate of killings has risen to over 70 a month in the past two months, the worst ever in the Punjab. Mr Ribeiro believes that extremists have been encouraged by a split in the Akali Dal Party since police action in the sacred Golden Temple in Amritsar early last month swung political opinion.

Now there are bitter splits and political tensions over the proposed handing over to Punjab next Saturday of Chandigarh, at present the joint capital of Punjab and neighbouring Haryana, and a planned parallel transfer of Punjab villages to Haryana.

Mr Ribeiro says he does not believe that the handover of Chandigarh on the June 21 deadline set by Mr Gandhi will solve the problems (for Punjab) in the region. But it is widely thought here that a failure to meet next Saturday's deadline could spark a new surge of killings.

Bahrain threat to offshore banks which pull out

BY CATHY EVANS IN DUBAI

BANKS which decide to pull out of Bahrain will not be allowed to return in future, Mr Ibrahim Abdul Karim, Finance Minister, has said.

In a statement published by the island's Gulf Daily News, the minister declared: "We do not want to be milked by hit and run operators."

The minister's threat followed an announcement by two more offshore banks in Bahrain, Kredietbank and the Bank of Nova Scotia, that they intend to close down operations, resulting in the loss of 24 jobs.

Officials of the Brussels bank of last week said they would return to Bahrain if the business climate improved.

These departures follow a string of similar decisions by a number of British and offshore banks to trim operations in the Gulf. Further departures are expected to be announced

shortly as the business season goes into its customary summer lull. Banks say the decline in business opportunities in the area and the lack of legal codes have contributed to the decision to close operations.

However, Mr Karim said: "We cannot blame all our problems on the Middle East and Bahrain in particular. Debts incurred here are a small fraction of their global downturn in business."

A number of foreign banks have experienced problems in their operations in Bahrain, particularly over the question of redundancies among Bahraini nationals. Citibank was recently obliged to pay over \$1m (£667,000) in compensation to 10 local employees when it decided to close the bank's dealing room.

Qatar, Bahrain in pullback

QATAR and Bahrain completed a simultaneous troop withdrawal from disputed border areas yesterday, Reuter reports from Doha.

An authoritative source said Qatari forces withdrew from the Fasht al-Dibal reef midway between the two countries, while Bahrain pulled its troops back from the Hawar Islands close to the Qatari coast. The withdrawals were supervised by a team of observers from the six-nation Gulf Cooperation Council (GCC).

What makes you tick?

Do you want to build up your capital?

Do you want Swiss Banking facilities?

Do you need a regular income?

Do you want personal service and advice from top financial experts?

Do you want to plan your tax more efficiently?

Do you want the security of an international company with a reputation for consistent performance?

I want to know more about the many ways Hill Samuel can help me.

Send to: Hill Samuel Investment Management International SA, 10 rue Robert-Etienne, Geneva 1204, Switzerland.

Name

FT16/6/86B

Address

Tel (Day)

Tel (Evening)

Hill Samuel Investment Management International



SNIA BPD

Società per Azioni
Sede in Milano, Via Borgonuovo 14
Capitale Sociale Lit. 2.720.000
Tribunale di Milano - Registro Società n. 40257

Notice to shareholders and bondholders

Pursuant to the resolution adopted at the Extraordinary General Meeting on 8 May 1986, the Company's convertible savings shares of Lit. 1,000 nominal each, ranking for dividend as from 1 January 1986, to be offered on an optional basis to shareholders and holders of "SNIA BPD 10% 1985-1993" convertible bonds at the price of Lit. 2,750 per share including a premium of Lit. 750, at the rate of one new share for each 6 old ordinary or convertible savings shares held, and of 2 new shares for each 21 convertible bonds outstanding.

With all other provisions of Law No. 216 of 7 June 1974 remaining in force the non-convertible savings shares to be issued will be eligible for a preferential dividend of 6% of their face value, 3% more than the dividend on the ordinary shares.

The savings shares will be bearer instruments unless otherwise requested by the shareholder. Shareholders and holders of convertible "SNIA BPD" bonds who intend to exercise their conversion rights should submit them along with their identification applications, using the special forms provided by the Company, at the 16 July 1986, after which the company will begin to issue the new shares.

Coupon No. 60 detached from the certificates representing ordinary shares;
Coupon No. 7 detached from the certificates representing convertible savings shares;
Warrent A detached from "SNIA BPD" 10% convertible bonds 1985-1993.

Payment of Lit. 2,750 for each new savings share subscribed must be made on subscription. Holders of certificates representing old Lit. 1,000 nominal shares and of provisional certificates representing convertible savings shares who wish to exercise their option rights should apply to the offices of SNIA BPD S.p.A., Via Borgonuovo 14, Milan, for:
a reverse share split in respect of the old shares into shares of Lit. 1,000 nominal (3 shares for each 6 old shares of Lit. 2,000);
or alternatively
the provisional certificates to be replaced with permanent certificates representing the savings shares.

Under Art. 2441 para. 3 Civil Code, option rights not exercised in accordance with the terms set out above will be put on the market.

Share and bondholders should apply to the Company or to the following authorized depositaries to carry out the transactions concerned:

ITALY
Credito Italiano — Banca Commerciale Italiana — Banco di Roma — Banca Nazionale del Lavoro — Banco di Napoli — Banco di Sicilia — Cassa di Risparmio della Provincia di Bari — Cassa di Risparmio di Firenze — Cassa di Risparmio di Genova — Cassa di Risparmio di Padova e Treviso — Cassa di Risparmio di Roma — Cassa di Risparmio di Torino — Cassa di Risparmio di Venezia — Cassa di Risparmio di Livorno — Cassa di Risparmio di Pisa — Cassa di Risparmio di Reggio Emilia — Cassa di Risparmio di Salerno — Cassa di Risparmio di Trapani — Cassa di Risparmio di Udine e Pordenone — Cassa di Risparmio di Varese — Cassa di Risparmio di Vicenza — Cassa di Risparmio di Verona — Cassa di Risparmio di Padova e Treviso — Cassa di Risparmio di Trieste — Cassa di Risparmio di Udine e Pordenone — Cassa di Risparmio di Varese — Cassa di Risparmio di Vicenza — Cassa di Risparmio di Verona — Cassa di Risparmio di Padova e Treviso — Cassa di Risparmio di Trieste

OUTSIDE ITALY
Hambros Bank Limited, London — Banca Della Svizzera Italiana, Lugano — Credit Suisse, Zurich — Societe des Banques Suisse, Zurich — Banca Lou S.A., Zurich — Breda Bank A.G., Frankfurt A.M. — The Italian banks listed above. THE BOARD OF DIRECTORS

OVERSEAS NEWS

Moscow sacks two managers of Chernobyl plant

By Patrick Cockburn

THE two men in charge of the Chernobyl atomic power station have been sacked for incompetence, the Communist Party daily newspaper Pravda said yesterday, the first disclosure by the Soviet Union that it has punished senior officials held responsible for the world's worst civil nuclear accident on April 26.

Mr V. Bryukhanov, the director of the plant, and Mr N. Pomin, the chief engineer, were sacked at a meeting of the Kiev region Communist Party called to discuss the problems caused by the accident. "They did not correctly assess what had happened and take the proper measures to organise efficient work everywhere to bring to an end the consequences of the accident," Pravda said.

The newspaper said the two men had failed to provide firm leadership or discipline and showed "irresponsibility and mismanagement." It also disclosed that Mr R. Solovov, deputy director of the plant, abandoned his post at the time of the accident and other senior technicians and shift leaders had left the plant.

Pravda said the new head of the plant is a Mr E. Podygushov. It quoted him as saying "the goals are clear. The problems are known, and it is time to get on with the job."

The meeting in Kiev also criticised the Communist Party members at the plant, saying they could have done more.

Oslo tax hurdle cleared

By Fay Gjeser in Oslo

THE MINORITY Labour Government of Mr Gro Harlem Brundtland, which last month replaced the minority Conservative-led coalition of Mr Kåre Willoch, has won the first round of its struggle to stay in office.

In a deal with the coalition's two junior partners, Socialists and Christianists, the Labour Government ensured a majority in the Storting (Parliament) for an emergency package of tax increases and spending cuts—needed to cool down the country's over-heated economy.

Mr Willoch's Government resigned when parliament voted against a proposed petrol tax increase. The Conservative Prime Minister had made approval an issue of confidence but lost the vote when the two MPs of the tiny right-wing Progress Party, which usually backed the coalition, voted with the opposition.

A compromise agreed at the weekend and due to be put to the vote tomorrow provides for a rise in the tax on petrol and oil, as well as on beer, wine, spirits and tobacco.

The net tightening effect of the package will be Nkr 2.2bn (£275m).

Tuna price collapse poses crisis for EEC

By Tim Dickson in Brussels

A DRAMATIC collapse in the world price of tuna has created a new fish crisis for the EEC.

Decisions to be taken this week in Brussels look like clearing the way for one of the most expensive support programmes for European fishermen, almost certainly running into "tens of millions of Ecu" according to one European Commission official.

Besides the budgetary implications, EEC relations with West Africa (notably Senegal) are also at stake.

The tuna problem is a further illustration of the increased pressure on the Common Fisheries Policy (CFP) arising from the accession this year of Spain and Portugal (who between them have doubled the size of the EEC's fishing fleet).

The Commission is already

trying to settle a potentially explosive dispute between France and Spain over fishing rights near the French Basque port of Hendaye and elsewhere in an international row with Canada in which Iberian boats are principally involved.

European tuna fishing is dominated by Spain and France—jointly they employ about 6,000 in their tuna fleets and account for a little over 10 per cent of world production (itself dominated by the US and Japan).

The support measures likely to be approved this week have been automatically triggered by the relevant section of the CFP. Fish intervention schemes (the method of guaranteeing a minimum price) exist for many species, but unlike their agri-

cultural counterparts they are generally set at rock bottom prices and cost relatively little. The whole CFP cost a mere Ecu 150m (£85.7m) last year, a tiny fraction of the Ecu 21bn swallowed up by the Common Agricultural Policy.

The tuna regime, by contrast, contains a potentially greater Community commitment in times of distress and was the subject of particularly tough negotiations by the French at last year's price fixing negotiations.

The slide in prices—which began on world markets in mid 1985 and follows a near doubling of production since 1970—only started to hit Europe hard in the last 18 months. With prices denominated in US dollars, European producers were initially protected by the

strength of the American currency against the Ecu in 1983 and 1984. But between October 1985 and May this year quotes for the most widely traded tuna variety have dropped 35 per cent to Ecu 918 per tonne.

One serious diplomatic effect has been a break in the bilateral fishing agreement between the EEC and Senegal. Due to expire at the end of April, the old agreement was extended until the end of last month, but in the absence of successful negotiations has now lapsed.

The root of the problem lies in a decision by the French to move part of its tuna fleet away from the overfished waters of the Atlantic to the Indian Ocean, from where they have recently been refusing to meet the Community's obligation to

supply raw fish to the processing factories of Dakar. The French argue that the journey is not economic at today's prices.

The Commission, meanwhile, is irritated that it suddenly faces having to support a sector which it feels has generally prospered in recent years. It is anxious to avoid the mistakes of the CAP in encouraging overproduction and is examining ways of ensuring that tuna is not now simply dumped on the Community at inflated prices.

The management committee responsible for day to day implementation of Community regulations is expected this week to approve the tuna support scheme. Longer term, however, the Commission will be pressing for complete renegotiation of the tuna regime.

Refaat El-Sayed returns as head of Fermenta

By Kevin Done, Nordic Correspondent, in Sweden

MR REFAAT EL-SAYED, the controversial majority shareholder of Fermenta, Swedish biotechnology and chemicals group, is taking back the leadership of the company in the new post of group chief executive.

The move comes only four months after he resigned as managing director when it was revealed he had lied to investors about his academic credentials as a micro-

biologist.

Mr Ove Sundberg, formerly managing director of KemaNobel, the Swedish chemicals group, who took over as Fermenta managing director in February to try to halt the crisis of confidence in the company, is to remain as managing director of the parent company.

The company is forming a new group executive committee consisting of Mr El-Sayed, who will also re-

main deputy chairman, Mr Sundberg and Mr Gösta Bystedt, Fermenta board chairman and also executive deputy chairman of Electrolux.

Mr El-Sayed's return to lead the executive management comes only two weeks after the company received the heaviest fine possible from the Stockholm Stock Exchange authorities for numerous "inexcusable" breaches of its listing

agreement and barely escaped expulsion from the bourse.

In its judgment on Fermenta, the stock exchange board delivered a stinging critique of the manner in which Mr El-Sayed, as managing

director, had issued selective financial information, and of the way the company's release of information had created a "misleading" picture of its activities. The stock exchange did not re-

move the threat of expulsion from Fermenta and said it would re-examine at a later date the company's fitness to remain a quoted company.

The board of the stock exchange said it had stopped short of ordering the expulsion of Fermenta partly because of a pledge from Mr El-Sayed that he would substantially reduce his influence in the company.

Lisbon sets 4% ceiling on bank interest rate

By Diana Smith in Lisbon

MR MIGUEL Cadilhe, the Portuguese Finance Minister, has forbidden banks to pay customers more than 4 per cent interest on current accounts. The measure follows last month's opening of two privately owned highly competitive commercial banks, Banco Comercial Portugues (BCP) and Banco de Comercio e Industria (BCI).

The banks, breaking the grip of nationalised institutions on retail banking, offered interest ranging from 6 to 11 per cent on current accounts with average annual balances of Es 300,000 to Es 1m (£14,000) or more.

The Finance Minister, a prominent figure in a centre-right Government which has regularly vowed its commitment to market forces, claimed that the restrictions on interest were needed to "avoid market turbulence and distortion because there is no existing legis-

lation that grants equal competitive conditions to all banks."

The move has been interpreted as another attempt to protect over-manned, over-branched and financially constrained nationalised banks from the competition new private banks can practise with their automation, small, highly-trained staff, freedom from the bad debts that weigh on nationalised banks, and strong capital base.

Of the eight nationalised commercial banks, only one, Banco Espírito Santo, is highly profitable. The others range from reasonably solid to very weak.

They cannot pay high interest on current accounts and have generally only paid 1 per cent. The Finance Minister's move is the second since 1985 that the authorities have sought to weaken competitive pressure on national banks.

BLANCPAIN



Watches of Switzerland Ltd

HOROLOGISTS

16 New Bond Street, Mayfair, London W1Y 9PF
Tel: 01-493-5916
and at 22 Royal Exchange, EC3V 3LP Tel: 01-626-7321

SMALLER THAN A WHISPER

Ultra mini microphone picks up even whispered conversations. Use it with any pocket recorder or one of our many special recorders. We specialise in solutions to your personal communications and security needs. Electronic eavesdrop from the fun to the fantastic. Come in for 5 minutes now and be amazed forever.

62 South Audley St.
Mayfair, London W1
Tel: 01-629-0223

COUNTER SPY SHOP

Operating Systems, COBOL, Design Specs,
Job Control, Programming, Database, Tuning,
Setting up, Datacommunications, TP Software.

Free with every Burroughs mainframe.
Two thirds of your D.P. staff.

New Business Opportunities.

Responding to Change.

Operating Systems, COBOL, Design Specs,
Job Control, Programming, Database, Tuning,
Setting up, Datacommunications, TP Software.

According to a recent independent research paper, computer departments using Burroughs' equipment were far more productive at providing business solutions than their colleagues using other equipment.

In fact, the research went on to show that it took nearly 3 times as many programming and systems staff and over 4 times as many management staff than was required on Burroughs' computers.

(Thus freeing the others to write new applications or upgrade existing ones.)

After all, the faster D.P. staff can create or change programs, the more business information you can extract from your computer. And the better your computer can serve your busi-

ness in tough, competitive and changing markets.

NEW APPLICATIONS IN ONE TENTH OF THE TIME.

Using a system developed by Burroughs, hundreds of businessmen are finding their computers are giving them a genuine, competitive edge. This remarkable system is called LINC.

Quite simply, LINC allows Burroughs' users to develop new solutions in up to one tenth of the time it normally takes.

FACT: One of our clients, Learnington Spa Building Society, wanted to convert to a real time database system in the shortest possible time. As Bob Neill of

the Society says: "We thought a time scale of three years would be needed. With LINC we were ready in four months."

HOW TO CHANGE SYSTEMS IN ONE TWENTIETH OF THE TIME.

At the same time LINC allows Burroughs' users to modify, extend and maintain existing solutions in up to one twentieth of the time.

So if markets change or your company expands or even merges, for example, you can change your system in months, or even weeks, rather than years. Or if foreign competitors start nibbling at your margins, you can act before any real damage is done.

FACT: Eric Holloway, of British Alcan Aluminium, said recently: "We had estimated a conventional system would take six man years to develop and implement, with LINC we were up and running with a working system in four months."

When you think how competitive business is these days, that's time and money well saved.

For more information, call Brian Reynolds on 01-750 1420. Or write to him at Burroughs, Heathrow House, Bath Road, Hounslow, TW3 9QL.

Burroughs

WORLD TRADE NEWS

Japan likely to win first slice of \$1.4bn shipbuilding contract

BY YOKO SHIBATA IN TOKYO AND ANDREW FISHER IN LONDON

JAPANESE AND French shipyards are competing to build seven gas ships for an international consortium worth a total of about \$1.4bn (£921m) in what is likely to be the world's biggest series of merchant shipbuilding orders.

The ships will be ordered in stages by Central Shipping Organisation (CSO), the Australian-based consortium which will ship gas from Australia's North-West Shelf to Japan.

Japanese yards look ready to win at least the first two contracts for the \$200m vessels after tenders from Mitsubishi Heavy Industries and Mitsui Engineering and Shipbuilding, Kawasaki Heavy Industries is in line for the third contract. CSO said in Melbourne the first orders for the liquefied natural gas (LNG) ships would probably be placed in July. The consortium comprises British Petroleum, Shell, BHP, Woodside, Chevron, Mitsui, and Mitsubishi and Co.

Last autumn, CSO asked for tenders for the first two ships.

SHIPPING REPORT

Tanker sales follow rise in oil demand

BY OUR SHIPPING CORRESPONDENT

TANKER SALES dominated the second-hand ship market last week, after the rise in demand for oil triggered off by the fall in prices. Freight rates remained firm, but showed little further movement.

Galbraith's, the UK shipbroker, reported an active week for VLCCs and ULCCs (very large and ultra large crude carriers) in the sale and purchase market.

More and more tonnage is being brought out of lay-up berths around the world and ships which were previously thought to be unsaleable are now finding buyers.

One such vessel is the Set/belle, a ULCC of 322,400 deadweight tons, three years old and built in Portugal. She is reported to have been sold for around \$14m compared with the \$30m which she originally cost. Loews Corporation of the US, which has been a speculative

Also in the running are Ishikawajima-Harima Heavy Industries (IHI) of Japan and two French yards, La Ciotat and Alsthom Atlantique.

The LNG will come from Australia's North West Shelf, with about 5.8m tonnes expected to be transported yearly to Japan from 1989 to 2009. For economic and political reasons, several LNG projects around the world have been shelved in recent years and 23 LNG ships were laid up at the end of 1985.

The prospect of the orders, using technology which has overtaken that of earlier LNG vessels, comes at a time of acute crisis in world shipbuilding, with yards around the world contemplating further capacity and job cuts, or closures.

The complex LNG ships will provide a large volume of work for the successful yards. Total world shipbuilding orders have been declining since the tanker-building boom of the first half of the 1970s.

Concern over Kenyan investment changes

BY MARY ANNE FITZGERALD IN NAIROBI

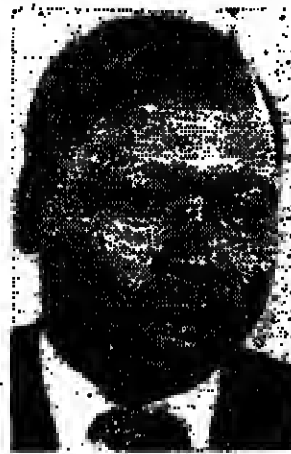
INVESTOR confidence in Kenya has faltered following a series of policy changes designed to circumscribe foreign business activity. The shift in approach is a radical one for a country whose free-enterprise attitude has made it a showcase of capitalism in black Africa.

The changes have also unnerved the expatriate business community, who interpret the spate of new regulations as a denial of the key role they have played in building a post-independence manufacturing base.

The move by President Daniel Arap Moi is in response to internal political pressure from an increasingly dissatisfied electorate. There is a large pool of Kenyan unemployed and the country has one of the highest population growth rates in the world.

Resentment of the strong European and Asian influence over business activity has intensified as the fortunes of Kenyan Africans have declined. The 70,000-strong Asian community contributes about a quarter of economic output.

In the latest reaffirmation of



President Moi

his commitment to place the economy in the hands of African citizens, President Moi decreed on June 8 that foreigners entering into joint ventures must give a controlling interest of 51 per cent or more to indigenous Kenyans.

"As it stands, this clearly won't attract new investment. There is a lot of competition

for the same funds and other countries will get them," said Mr Vincent Harding, chairman of the Inchcape Mackenzie group.

Mr Moi's statement is at odds with the country's foreign investment statute. The statute provides no distinction between foreign and national investors in industry, although domestic commercial borrowing regulations favour companies with Kenyan equity.

There are no restrictions on the percentage of foreign equity allowed or on capital transfers abroad. Unlike many other African countries, Kenya's central bank sanctions dividend and management fee remittances relatively quickly.

More than 180 multinationals, mainly from Britain, the US and West Germany, have a 51m stake in the country. About half of these chose joint ventures with the public sector, usually in the form of minority participation from one or more state development banks.

There are few partnerships with African entrepreneurs. Britain underwrites roughly

half the foreign investment in terms of value.

Mr Moi has made several allusions to "indigenisation" in recent speeches. Last week he promised to accelerate the phasing out of the large expatriate workforce and to establish a taskforce to supervise the handover of enterprises to African Kenyans.

Over the past decade the number of foreigners working in Kenya has been halved to 9,000, the great majority of whom are in managerial positions.

It is unclear how or when the 51 per cent ruling will be applied since no clear guidelines have been issued.

When asked for clarification on the equity ruling, Mr Adam Ali, managing director of the Investment and Advisory Promotion Centre, said: "I don't know anything about it."

The state-run organisation is charged with advising potential foreign investors.

Foreign businessmen have expressed fears that the decree will usurp their control over

boardroom decisions. It also dampens incentives for expansion among multinationals operating in Kenya, they said. "The barometer is swinging against us," commented one company.

Diplomats and businessmen pointed out that the policy shift could damage Kenya's chances of long-term recovery. Economists are predicting a \$120m balance of payments surplus for 1986 in the wake of exceptionally good coffee and tea receipts, but the momentum for growth will not be maintained in the absence of continued capital formation, they said.

Despite the government's desire to attract offshore capital, foreign investments have stalled since the 1970s when a number of multinationals came to Kenya in the erroneous belief they would have a regional market among member states of the now defunct east African community.

There was a minor resurgence last year in the oil exploration sector, but this was offset by the divestment of more than 20 US companies over the past three years.

Peking in space talks with US company

By Robert Thomson in Peking

CHINESE ASTRONAUTICS officials have discussed with the Hughes Aircraft Company the possibility of jointly developing a satellite launching pad in Hawaii for the launch of US civilian satellites, the official Chinese news agency, Xinhua, reported yesterday.

The report said the unusual proposal was made by the president of Hughes Aircraft, Paul S. Visser, and involved the establishment of a launch facility for the use of Chinese rocket carriers and US satellites. Not surprisingly, with China having just launched itself on the satellite market, the proposal has received a "positive response" from the Chinese side, and "negotiation on related substantial questions between both sides is expected to be held soon," the report said.

An industry observer in Peking said the Chinese would be particularly keen to develop their satellite technology, which is far behind their launch technology. While Hawaii appeals to Hughes as it would give the company much more control than a similar project in China.

Meanwhile, officials of China's Great Wall Industry Corporation (GWIC), an offshoot of the astronautics ministry, and Teresat Incorporated, a New York-based company, announced at the weekend that they had signed a satellite launch reservation agreement.

The agreement covers the launch by China's "Long March Three" rocket of two satellites, Westar Six and Palapa B, which were retrieved from faulty orbits by the US space shuttle in 1984 and are held by Lloyd's Underwriters. Teresat has been negotiating their purchase from Lloyd's.

China has given a discount of about 15 per cent to Teresat in a bid to establish itself on the satellite launch market.

The first of the two satellites is due to be launched in the last quarter of next year, while the second is expected to be put into orbit six months later.

However, despite numerous recent statements to the contrary, the deputy general manager of GWIC, Wu Keli, claims that China does not intend to compete with western countries for satellite launches.

China has launched 18 test satellites since 1970.

Bush blames Congress on tariffs

BY NANCY DUNNE IN WASHINGTON

US VICE-PRESIDENT George Bush, attempting to defuse

tensions in Canada, has blamed Congressional pressure for the Administration's decision to protect US cedar products producers. As if to prove his point, Congress was busy back in Washington pushing for more tough action against alleged Canadian trade transgressions.

The vice-president said: "Those who are pushing anti-trade measures in both countries are practicing the politics of envy—pitting one industry against another, one worker against another, all fighting for a piece of a shrinking pie."

The Administration imposed stiff tariffs on imported cedar products after a six-month investigation found the US industry suffering, he said. "If we don't demonstrate good faith in enforcing our existing trade laws, we risk inviting sterner medicine from Congress."

Meanwhile, Republican Senator John Danforth, chairman of the international trade subcommittee, was extracting from Mr Clayton Yentler, the trade representative, a commitment to take a tough stance on Canadian trade policies on

printed materials, said to be hurting US exports.

Mr Yentler said the US would put the issue at the top of its negotiating agenda in the free-trade talks. If these efforts failed he would pursue "whatever additional actions might be necessary" to resolve the dispute, including new legislation.

Elsewhere in the Senate, Senator Pete Wilson, a California Republican, asked the Federal Communications Commission (FCC) to deny Canada

part of the US radio spectrum

needed for a proposed US-Canadian satellite system. The Senator complained that US broadcasters were not compensated for re-broadcasts under Canada's copyright laws, and Canada's tax code did not allow advertisers to deduct the cost of commercials placed in foreign markets.

The proposed system requires both countries to allocate the same spectral frequency, and the Canadian Government has already agreed.

World Economic Indicators

INDUSTRIAL PRODUCTION (1980 = 100)

	Apr. 86	Mar. 86	Feb. 86	Jan. 86	Dec. 85	% change over previous year
US	115.2	115.0	115.7	114.3	114.3	+0.8
France	100.2	100.8	100.1	100.8	100.8	-0.6
Italy	101.1	99.8	97.9	98.6	98.6	+2.5
UK	109.3	109.4	108.1	107.6	107.6	+1.6
W. Germany	102.0	106.7	106.2	101.7	101.7	+0.3
Japan	120.7	121.4	121.3	118.6	118.6	+1.7
Netherlands	101.5	100.4	100.9	100.2	100.2	-0.7
Belgium	105.3	104.3	109.7	108.7	108.7	+4.7

Source (except US, Japan): Eurostat

Campaign hopes to end barriers to services

BY CHRISTIAN TYLER, TRADE EDITOR, IN STOCKHOLM

AN EFFORT to mobilise private companies and government officials in the developing world to the cause of free trade in services is to be made by Western groups of companies.

It was decided after a weekend meeting here to invite Third World representatives to attend a conference towards the end of the year, possibly in South-East Asia or Japan.

One aim of the Western groups, based in the US, UK and Sweden, is to alert companies—in rich and poor countries—to the rapid approach of global negotiations in which trade in "invisibles" may be included.

They want to convince governments hostile to the prospect of deregulation that it will be to the direct benefit of less developed countries (LDCs) and not only to the US, EEC and Japan. It would also, they say, give an extra boost to the world economy of the next decade.

A prerequisite for successful negotiation to remove national barriers is that service companies themselves should understand the subject better and should present a coherent

strategy to trade negotiators, leaders of the campaign said yesterday.

The weekend conference was hosted by the Swedish coalition of service industries and was supported by the US body of the same name and by the Liberalisation of Trade in Services Committee from the City of London.

Some members said they feared that, without LDC participation, the three groups would be seen as merely seeking to secure better access to undeveloped markets for strong multinationals at the expense of weaker competitors.

This criticism has already been levelled at the US by some poorer nations. Largely due to US private sector pressure, the subject is, however, being informally discussed by a group in the General Agreement on Tariffs and Trade (GATT) in Geneva.

Ministers of the 90 GATT member countries are due to meet in Uruguay in September to launch a global trade negotiation. They will again face the controversial question of whether services should be on the agenda for the first time.

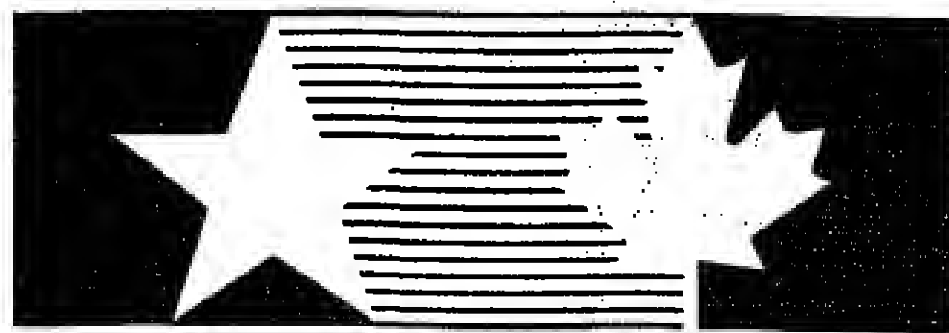
Partners in Progress

Midwest Stock Exchange
Toronto Stock Exchange

Today The Toronto Stock Exchange and the Midwest Stock Exchange officially joined together in an international trading partnership designed to benefit all investors in North America.

Our two-way electronic trading link means investors get the very best prices in North America for stocks on the system...plus immediate execution, currency conversion and clearing and settlement. For now, more than 20 well-known stocks are interlisted on the link. In the future we expect many more.

That's progress towards international markets. The kind we're both proud to lead.



UK NEWS

Government still seeking water flotation format

BY RICHARD EVANS

THE GOVERNMENT is facing difficulties in finding a formula for privatising the water industry that will retain the support of the regional water authorities in England and Wales.

The flotation of the 10 authorities, which should produce between £5bn and £7bn for the Treasury, is the most complex and contentious of all the Government's privatisation proposals, and the backing of the industry is essential for its success.

The original intention, once the necessary legislation is passed in the next parliamentary session, was to float the water authorities off separately from the autumn of 1987, probably starting with Thames Water, the largest and most profitable.

Most of the authorities were unhappy with this, however, as it would mean that the less attractive authorities - at least half - could be caught by the timing of the next general election and left in limbo.

A radical option put forward by the Water Authorities Association, the industry's trade body, is for all of them to be floated at once.

The idea, not opposed by the Government in principle, is being explored by merchant bankers J. Henry Schroder Wagg on behalf of the Department of the Environment and Kleinwort Benson for seven of the authorities. No decision will be reached for some time, but the initial findings are not hopeful.

The logistic problems associated with a multiple flotation are immense. We do not know whether the stock market could cope physically with 10 share applications, in one, or whether the sheer scale of

the exercise will be too big for the market to swallow, said one adviser.

Another option also being examined is to have two or three batches of sales rather than individual flotations, but this would again mean that some authorities would be privatised before the next general election and others left uncomfortably in the public sector. The latest time that Mrs Margaret Thatcher, Prime Minister, can call a general election is the early summer of 1988.

The majority of water authorities are in favour of a multiple flotation but some, especially Thames, will go along with the idea only if it means no delay for its own flotation.

Mr Roy Watts, chairman of Thames Water, and the most vocal advocate of privatisation among the industry's leaders, argues that the authorities will operate as separate, independent companies after flotation, and should, therefore, be treated on their individual merits.

He fears that the major problems of debt and capital investment facing some authorities could adversely affect the sale of Thames.

Whatever formula is chosen the Government remains totally committed to privatisation of the industry, despite the difficulties, created by the approach of a general election.

The water privatisation legislation, now being drafted by the Department of the Environment, will be introduced at the beginning of the next parliamentary session in November, but because of its complexity and controversy, it is unlikely to reach the statute book before 1987.

Airline unions to tackle minister on losses caused by Libya raid

BY OUR LABOUR CORRESPONDENT

UNION LEADERS will today meet Mr Michael Spicer, Aviation Minister, to protest about the impact of government policy on the airline industry.

The meeting, the first held at such a level for several years, follows the decision last month by British Caledonian Airways (BCA) to cut 1,000 jobs in response partly to the repercussions of the US bombing raid on Libya.

BCA suffered from both suspension of its service to Libya and a downturn in bookings on North Atlantic routes as Americans cancelled travel plans for fear of terrorist reprisals. Unions say that the Government, which backed the US

raid, should bear responsibility. Mr Mark Young, general secretary of Bopa, the airline pilots' union, said: "If you are going to start fighting wars against terrorism on behalf of the British people, it's the British people who should pick up the bill."

The unions will today also be raising the industry's more general problems, including over-capacity and the need for expenditure on tighter security against terrorism, and will be questioning the Government's decision to stop BCA reviving the helicopter link between Heathrow (London) and Gatwick airports.

Mr Mick Martin, national aviation secretary of the Transport and General Workers' Union, said yesterday: "One of the things we haven't done enough of is knocking on ministers' doors. This is the first meeting we have had for some time, but it won't be the last."

BCA is expected to announce on Wednesday that it has easily achieved its target of finding volunteers for 1,000 job losses.

Indications are that as many as 1,300 of the airline's 9,000 employees may have volunteered for severance. This raises the possibility that more than 1,000 will be released, although some of the volunteers will be told their skills are still required.

CBI puts average pay deals at 6.25%

By Walter Ellis

THE AVERAGE level of wage settlements in the UK manufacturing sector in the first four months of this year remained well up on the prevailing rates of inflation. The decline on the 1985 average of 6.5 per cent was only marginal. In the services sector this year, rises averaged 6.75 per cent.

There is little sign so far of the sharply reduced rates of increase which the Government had hoped would accompany recent declines in the index of retail prices.

According to the pay database of the Confederation of British Industry (CBI), the average for January-April was 6.25 per cent. Inflation, annualised, during the same period averaged just 4 per cent.

Slightly more than one-in-five settlements since last August were fixed at between 4.5 per cent and 5.5 per cent; one in three were between 5.5 per cent and 6.5 per cent, and just under one in five concluded at between 6.5 per cent and 7.5 per cent.

The cost of living, the CBI says, is receding in importance as an upward pressure on pay settlements. Nevertheless, it remains by far the most important factor.

Times editor urges journalists not to vote for stoppage

BY DAVID BRINDLE, LABOUR CORRESPONDENT

JOURNALISTS on The Times received letters at the weekend from Mr Charles Wilson, the newspaper's editor, urging them not to vote for industrial action in the ballot being conducted this week.

The letters say that a vote for action on the issue of six journalists dismissed last week would be seen by the print unions as support for their "violent" dispute over their exclusion from Mr Rupert Murdoch's News International plant at Wapping, east London.

"Voting for strike action can only prolong the dispute by allowing people on the picket line to believe you would welcome them into Wapping," Mr Wilson says.

He goes on to confirm that an annual pay rise of 10 per cent is on offer to staff of The Times. Journalists on the Sun last week overturned a vote for industrial action after being offered such a rise, but the National Union of Journalists' chapel (office branch) at The Times has refused to negotiate pay before the issue of its six dismissed members is settled.

The letters state: "You will be enjoying some of the best conditions and best rewards in British journalism (the latest step towards that is in this year's annual pay offer of 10 per cent, which has been accepted by other chapels) and The Times

will be continuing its voyage into its third century."

Mr Wilson explains in the four-page letters, that the six journalists, previously suspended for their refusal to work at Wapping, have been dismissed on legal advice in view of pending unfair dismissal claims lodged by the 5,500 striking printworkers and by other journalists dismissed earlier in the five-month-old dispute.

The Times NUJ chapel voted 80-2 last Friday to proceed with the industrial action ballot, which will be conducted by post and counted by the Electoral Reform Society.

The chapel has been trying to get the issue of the dismissed journalists referred to the government-supported conciliation service Acas. News International is believed not to be opposed to this in principle, but to be resisting it for fear such a reference would lead to Acas dealing with the dispute as a whole.

Mr Bill Gillespie, whose resignation as Times Newspapers' managing director was announced at the weekend, said yesterday that his departure was unrelated to the Wapping dispute.

Discounting rumours of rifts at senior levels within News International, Mr Gillespie said he had always enjoyed "extremely affable" relations with Mr Rupert Murdoch.

NUM membership 'below 100,000'

BY PHILIP BASSETT, LABOUR EDITOR

LEADERS OF the breakaway Union of Democratic Mineworkers (UDM) claimed yesterday that membership of the National Union of Mineworkers (NUM), from which the UDM seceded, has fallen below 100,000 and that accordingly the NUM should lose its seat on the Trades Union Congress (TUC) general council.

The UDM's claim, voiced as delegates gathered in Buxton, Derbyshire, for the union's inaugural annual conference, is the latest in a series of charges about relative

membership stragglings that the two unions have been making about each other since the UDM's formation after the 1984-85 strike.

The significance of the UDM's latest charge is that its own claimed membership figure is 35,000, which union leaders said would be reflected in the card votes at the conference this week.

Latest National Coal Board figures put total production manpower in the industry at just under 133,000. UDM leaders say this confirms its own soundings within the

industry that the NUM's real membership figure has fallen below the 100,000 mark.

Under TUC rules, a union loses its general council seat if membership falls below 100,000. Loss of an automatic seat would probably deprive the NUM of a TUC place altogether.

The NUM disputes the UDM's figures, however, and claims in return that the breakaway union's membership is not only much lower than it claims, but is falling.

Bid defence shows £9m Aitken Hume losses

BY TERRY POVEY

AITKEN HUME, the financial services group, is taking a calculated risk that it can win shareholders' confidence with its defence document against the £78m all-share bid from Mr Nick Oppenheim's Transworld Group.

Aitken Hume admits difficulties last year, but argues that it has taken the three critical steps - management has been changed, stringent financial controls (including more prudent accounting for profits) introduced and a new strategy

developed which will involve withdrawing from unprofitable areas.

Also revealed will be a £3m series of trading, exceptional and extraordinary losses for the year to March, plus the passing of the final dividend. When the interim results were reported in November, earnings per share had dropped from 13.1p to 12.2p but an interim payout of 2.5p was made.

The defence document contains no profit forecast for 1986-87.

**FILL IN THE
COUPON. THEN FILL
IN CHEQUES FROM
A DEPOSIT ACCOUNT
THAT PAYS OVER**

**9.6%
INTEREST.**

If you have sterling funds to invest, find out about the Sterling Money Account managed by offshore bankers, Tyndall & Co (Isle of Man) Ltd.

You earn high interest (the result of Tyndall Group's muscle in the money market) and enjoy the convenience of a cheque book for all normal banking services, including instant access to your funds, and payment of large bills (minimum cheque £250). The account can also be used for standing orders.

Investment in UK banks, local authorities and building societies. Interest is credited four times a year, with the interest itself earning interest to give you an even higher return (currently 9.98%). Post the coupon for details.

*Rate at time of going to press.

To: Tyndall & Co. (Isle of Man) Ltd, Dept
PO Box 62, Tyndall House, Kensington Rd, Douglas,
Isle of Man, U.K. Tel: (0624) 29201. Telex: 628732.

Please send me details of Tyndall Money
Accounts. Sterling ☐ US Dollar ☐

Name FT/1/16

Address _____

Tyndall & Co. (Isle of Man) Ltd

IBM is holding a series of free seminars for the following businessmen. (Who'd rather not be following.)

Tick the box that applies to you, and we'll invite you to a seminar that applies to you.

- | | |
|---|---|
| <input type="checkbox"/> Accountant | <input type="checkbox"/> Motor Agent |
| <input type="checkbox"/> Advertising Executive | <input type="checkbox"/> Office Manager |
| <input type="checkbox"/> Airline Operations Manager | <input type="checkbox"/> Personnel Manager |
| <input type="checkbox"/> Architect | <input type="checkbox"/> Pharmacist |
| <input type="checkbox"/> Builders Merchant | <input type="checkbox"/> Printer |
| <input type="checkbox"/> Caterer | <input type="checkbox"/> Process Controller |
| <input type="checkbox"/> Chemical Engineer | <input type="checkbox"/> Production Controller |
| <input type="checkbox"/> Construction Controller | <input type="checkbox"/> Production Control Manager |
| <input type="checkbox"/> Data Processing Manager | <input type="checkbox"/> Production Engineer |
| <input type="checkbox"/> Design Engineer | <input type="checkbox"/> Production Manager |
| <input type="checkbox"/> Distribution Manager | <input type="checkbox"/> Property Manager |
| <input type="checkbox"/> Estate Agent | <input type="checkbox"/> Publisher |
| <input type="checkbox"/> Estimator | <input type="checkbox"/> Public Relations Executive |
| <input type="checkbox"/> Export Manager | <input type="checkbox"/> Purchasing Manager |
| <input type="checkbox"/> Farmer | <input type="checkbox"/> Retailer |
| <input type="checkbox"/> Financial Analyst | <input type="checkbox"/> Shipping Manager |
| <input type="checkbox"/> Financial Planner | <input type="checkbox"/> Solicitor |
| <input type="checkbox"/> Fleet Manager | <input type="checkbox"/> Stockbroker |
| <input type="checkbox"/> Hospital Administrator | <input type="checkbox"/> Subscription Manager |
| <input type="checkbox"/> Hotel Manager | <input type="checkbox"/> Stock Controller |
| <input type="checkbox"/> Insurance Broker | <input type="checkbox"/> Telecommunications Manager |
| <input type="checkbox"/> Inventory Manager | <input type="checkbox"/> Transport Manager |
| <input type="checkbox"/> Management Consultant | <input type="checkbox"/> Travel Agent |
| <input type="checkbox"/> Marketing Manager | <input type="checkbox"/> Underwriter |
| <input type="checkbox"/> Market Planner | <input type="checkbox"/> Warehouse Manager |
| <input type="checkbox"/> Market Researcher | <input type="checkbox"/> Wholesaler |
| <input type="checkbox"/> Mechanical Engineer | |

How little can I computerise my business for?
How much would it save?
Would I need to re-train my staff?
How long would it take to install?
Is it worth the effort?
To find out the answers will take just 3 hours of your time.

In your seminar, we'll be discussing your type of business.
You'll learn what mini-computers can do. And what they can't do.

In just 3 hours you could catch up on 20 years of technology.

If you're interested please send us the coupon right away. You'll soon know what all leading businessmen should know.

Name _____

Position _____

Company name _____

Address _____

Postcode _____

Company telephone number _____

Number of employees _____ 5

Send to: Penny James, IBM United Kingdom Limited,
FREEPOST, London W4 5BR, or telephone 01-995 7700.

IBM

UK NEWS

Decision closer on seeds body sell-off

By Andrew Gowers

THE GOVERNMENT will move a step closer to a final decision on whether to privatise the National Seed Development Organisation and part of the Plant Breeding Institute this week when it receives a full report on the issue from Lazard Brothers, the merchant bank.

Its decision, which may come before parliament's summer recess, is awaited eagerly by a number of international companies including ICI, Royal Dutch/Shell and Ciba-Geigy of Switzerland, all of which have expressed an interest in buying at least part of the two organisations.

The possible sale of the bodies has aroused controversy among farmers and agricultural merchants, who believe they should remain in the public sector, and deep uncertainty among the PBI's research scientists.

The PBI forms part of the Agricultural and Food Research Council and is funded by the Department of Education and Science and the Ministry of Agriculture to conduct agricultural research as well as plant breeding. It has had considerable success in breeding new wheat varieties. The NSDO - based, like the Institute, near Cambridge in eastern England - derives 80 per cent of its revenue from producing and marketing seed varieties bred at the PBI.

The Government, which is trying to reduce state involvement in agricultural research, has already decided in principle to privatise the profit-making NSDO and part of the entirely state-funded PBI if the terms are right.

The Lazard study, which has been seen by Government officials in draft form, canvasses a range of options for the sale of the two bodies and the various prices they would be expected to fetch. Neither Lazard nor the DES would comment, but combined sale values of £20m upwards for the NSDO and part of the PBI have been mentioned in the industry.

It is probable that if the Government proceeds with privatisation it will sell the bodies to a company already involved in the agricultural supply industry and interested in building up its presence in seeds.

Government may defer local authority reform

BY ROBIN PAULEY

GOVERNMENT PLANS for legislation to put further control on local authority capital expenditure may be dropped, along with plans to abolish rates (local property taxes) until after the next general election and possibly longer.

The early inclinations of Mr Nicholas Ridley, the new Environment Secretary, are not to have any more local government legislation which is not absolutely necessary. He is also determined not to become ensnared in detailed and technical controversies with local councils.

His reticence comes at the same time as growing numbers of Cabinet ministers and Conservative backbenchers are starting to question the wisdom of continuing the prolonged guerrilla warfare with councils in the run up to a general election.

Mrs Margaret Thatcher, Prime Minister, is leader of the shrinking group of Cabinet ministers who want a rapid abolition of the rating system. The plans to replace the rates with a poll tax and to replace the business rate with a centrally-set, uniform business rate were drawn up by Mr Kenneth Baker, the previous Environment Secretary.

He was always determined privately that "consultation" would be so lengthy that the reform would not take place as long as he was in

the job. But Mrs Thatcher wanted a Bill to finish its parliamentary stages before a general election so that it could be implemented immediately afterwards.

The latest time that the next general election can be called is the early summer of 1988.

Mr Ridley, moving in the same direction as Mr Baker and other senior ministers, now thinks that the wisest course is to allow the legislation planned for Scotland to be introduced in the next session and implemented after the general election.

England and Wales should be left untouched while the Scottish experiment is watched and then, perhaps, it might be replicated in England.

A key factor is that all ministers in the Treasury, a key department in discussions about changes to local government finance, are opposed to the reform and Mr Nigel Lawson, Chancellor of the Exchequer is known to think that the political storms which erupt inside and outside parliament over changes to local government finance are more trouble than they are worth.

The long-standing complaints about the extent to which rateable values have become outdated are likely to be met in the ease of the business community but again not until after the election.

Commercial and industrial values in England and Wales are expected to undergo their first revaluation since 1973 in 1990. Although the domestic rates now seem likely to survive, there are no plans for a revaluation of domestic values which have also not been updated since 1973.

The plans for a poll tax were drawn up in response to widespread opposition in Scotland to the revaluation which took place there last year. Revaluations do not increase or decrease the total valuation, but they redistribute the rateable burden.

The Government is also having second thoughts about a bill to control local authorities' gross capital expenditure. The bill has already been drafted and it was hoped that council capital spending could be cut by up to £100 a year by giving each council a limit for its gross capital expenditure each year whether it is funded through borrowing, use of receipts or creative accounting.

This would close the loopholes such as the sale of mortgages to banks through which councils have managed to breach the existing cash limits.

At one stage the Government considered bringing the bill after Easter to ensure that it was on the statute books before the start of the 1987-88 financial year.

Computerised parts for Austin Rover

BY JOHN GRIFFITHS

NEW COMPUTERISED components and materials handling systems have been brought on stream by Austin Rover for production of the new Rover 800 car at its plant at Cowley, near Oxford. They will reduce the average time stocks are held from 10 to between two and three days, the company said at the weekend.

Within two years similar systems will be operated for all production at both Austin Rover's Cowley and Longbridge, Birmingham, assembly plants. The intended result is that company-wide inventories will be reduced to £80-£70m compared with £35m now and about £300m five years ago, a spokesman said.

Cowley's Rover 800 systems, based on a distribution centre about

a mile from the plant operated by British Road Services (BRS), are also intended to eliminate excessive handling of materials, ensure that components are supplied in point-of-use packaging and provide strict control of all materials movements.

Under the new systems, suppliers deliver ordinarily to the BRS facility, which comprises both distribution centre and 18,500 sq ft (1,700 sq m) of warehousing. The centre is linked to the car plant by computer, and "just in time" delivery of the required parts operated. The parts do not become a charge on Austin Rover until they actually enter the car plant.

The warehouse, which has custom clearance, has been installed specifically to handle materials

from Honda for use in the Rover 800 and the Legend, Honda's version which the Cowley plant will start building in a few months' time.

Another system has been devised for bulkier items, like fascias, under which suppliers will bypass the distribution centre. Instead, they will deliver direct to the plant at precisely determined times, so that they deliver only a few hours of supplies.

The systems should take Austin Rover another step closer to, though still well short of, the Japanese *kanban* (just-in-time) system of car production. Japanese car plants typically run on just a few hours' stocks.

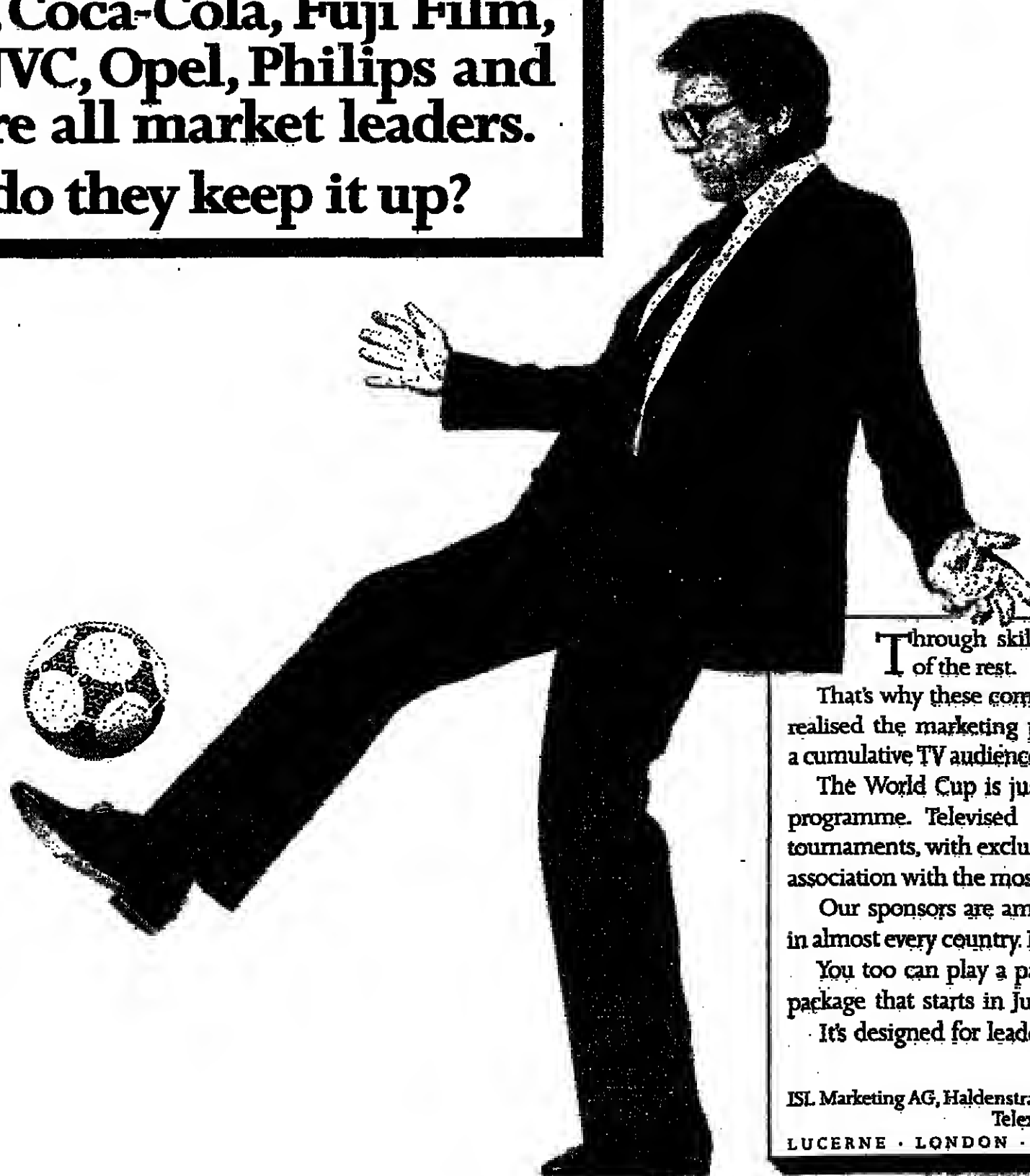


Strength. Reliability. Innovation. Experience. Important considerations when you're choosing a bank. Ebic brings together seven such banks. Seven major, European banks with assets of some \$400 billion. Seven banks with 10,000 branches, subsidiaries, associates and joint ventures throughout the world. Seven banks that have been co-operating for a quarter of a century.

ebic
European Banks International

EUROPE'S MOST EXPERIENCED BANKING GROUP

Bata, Budweiser, Camel, Canon, Cinzano, Coca-Cola, Fuji Film, Gillette, JVC, Opel, Philips and Seiko are all market leaders.
How do they keep it up?



Through skill, talent and by recognising an opportunity ahead of the rest.

That's why these companies are sponsoring the 1986 World Cup. They've realised the marketing potential of this event. After all, what else delivers a cumulative TV audience of 12 billion, worldwide?

The World Cup is just one part of our powerful 'Intersoccer' marketing programme. Televised brand exposure at the top international soccer tournaments, with exclusive promotional and merchandising rights create an association with the most popular sport on earth.

Our sponsors are among the world's premier brands. Household names in almost every country. Market leaders in many.

You too can play a part in 'Intersoccer 90', an even more comprehensive package that starts in July and builds to the 1990 World Cup.

It's designed for leaders. Intersoccer 90. Think ahead.

ISL
MARKETING

ISL Marketing AG, Haldenstrasse 28, CH-6006 Lucerne, Switzerland. Telephone: 041-31 57 31. Telex: 862761 ISL CH. Telefax: 041-31 55 86.

LUCERNE · LONDON · MUNICH · NEW YORK · PARIS · SEOUL · TOKYO

Austin Ro

SECRET

1. The first step is to identify the problem. This involves understanding the symptoms and the context in which they are occurring.

At ICL we specialise in blue chips.

ANGLIA BUILDING SOCIETY. AUSTIN REED. AA. GEC AVIONICS. BANKERS' AUTOMATED CLEARING SERVICES. BBC. BRITANNIA BUILDING SOCIETY. BRITISH GAS CORPORATION. BRITISH RAIL ENGINEERING. CARREFOUR. CENTRAL ELECTRICITY GENERATING BOARD. CHLORIDE GROUP. COATS-PATONS. CO-OPERATIVE. WHOLESALE SOCIETY. DALGETY UK. DHSS. THE EQUITABLE LIFE ASSURANCE SOCIETY. F. HINDS. FERRANTI. HAWKER SIDDELEY GROUP. HIGHLAND REGIONAL COUNCIL. H. M. CUSTOMS AND EXCISE. IMPERIAL GROUP. INLAND REVENUE. KELLOGG COMPANY OF GREAT BRITAIN. KWIK-FIT. LANCASHIRE COUNTY COUNCIL. METAL BOX. MILK MARKETING BOARD. PROVINCIAL INSURANCE. RACAL ELECTRONICS. ROYAL DOULTON. J. SAINSBURY. J. SAMUEL. W. H. SMITH DO IT ALL. SPILLERS FOODS. STYLO. THORN EMI. VISIONHIRE. WM. LOW & COMPANY.

ICL
company



IS THIS HOW YOU SEE YOUR COMPANY?

Trading Floors Administration
Computer Services Accounts
International Department

ROUND-COMPANY TOUR

The lack of large vacant buildings in the City has forced company after company to divide its operations into a series of offices, often scattered all over the square mile and beyond.

Needless to say this presents all kinds of problems, as communication and co-operation between different departments becomes more and more difficult and time consuming.

Fortunately for anyone facing this problem, a solution is provided very close at hand by Canary Wharf.

With ten million square feet of new office space just minutes away in the Docklands, it will give even the City's biggest companies the opportunity to bring all their departments together under one roof.

And with the occupancy costs almost half of those in the City, you'll be saving a lot more than just bus fares.

To find out more,
phone Scott Lowry of the
Canary Wharf Development
Company on 01-629 8878.

**CANARY
WHARF**



It makes sense to go round the bend.

UK NEWS

European cable TV sees 4% growth

By Raymond Snoddy

THE NUMBER of homes attached to cable television networks in Western Europe grew by 4 per cent last year to a total of 11m and the outlook is optimistic, according to a new study published today.

CIT, the London-based communications consultants, in its fourth annual survey of the European cable television industry, forecasts that at the present rate of progress some 16 per cent of European homes - or 21m - will be linked to cable systems within the next 10 years, nearly double the present number.

Around 3 per cent of homes are now on sophisticated cable networks capable of two-way communication. This is expected to rise to 12 per cent by 1995.

CIT estimates the cable business could generate annual capital expenditure of more than \$1bn a year by the 1990s, about a third higher in real terms than present estimates of about \$350m.

The consultants argue that if the UK is excluded, last year's rate of growth in Europe would actually be 8 per cent. Old cable networks have been closed down in the UK and the development of the new multi-channel cable systems has been much slower than expected.

"It wasn't for the UK figures, Europe would have seen record cable growth last year," Mr Patrick Whitten, managing director of CIT said.

In France, CIT argues, despite ambitious government plans, progress has been slow.

CIT Research, 7 Harewood Place, Hanover Square, London W1R 9HA.

HIRE AIR CONDITIONING

WHEEL IN - PLUG IN

LONDON SOUTH
01 683 2700
LONDON NORTH
01 903 0081

ANDREWS & CO

Andrews locations
Nationwide in
Yellow Pages

REVISED NOTICE
To the Holders of
A. F. I. Atlantic Financial International N.V.

Secured Adjustable Rate Notes due 1994
In accordance with the provisions of the Notes, notice is hereby given that for the interest period beginning May 30, 1986 and ending August 28, 1986 the Notes will carry an interest rate of 7.4575% per annum as announced. Interest payable per \$5,000 principal amount for this interest period is \$92.71, not \$91.70 as previously published.

A. F. I. Atlantic Financial International N.V.
By: Paribas Corporation.

Date: June 9, 1986

This advertisement appears as a matter of record only.

Paribas Concorde Trust Limited

(Incorporated in Guernsey under the Companies (Guernsey) Laws 1908 to 1973)

£100,000,000 nominal of 9.364 per cent. Debenture Stock 1991

Placing Price £97.50 per cent.

**Placing by
James Capel & Co.**

Particulars of the Debenture Stock are available in the Statistical Services of Exel Statistical Services Limited. Copies of the Listing Particulars relating to the Company may be obtained during usual business hours up to and including 17th June, 1986 from the Company Announcements Office of The Stock Exchange and up to and including 27th June, 1986 from:

Banque Paribas
68 Lombard Street
London EC3V 1EH

James Capel & Co.
James Capel House
PO Box 551
6 Bevis Marks
London EC3A 7JQ

13th June, 1986

Gold has been left trailing as an investment target, says Stefan Wagstyl

Speculators build platinum hoard

INVESTORS are hoarding record amounts of platinum in response to the increase in political unrest in South Africa, the world's largest producer.

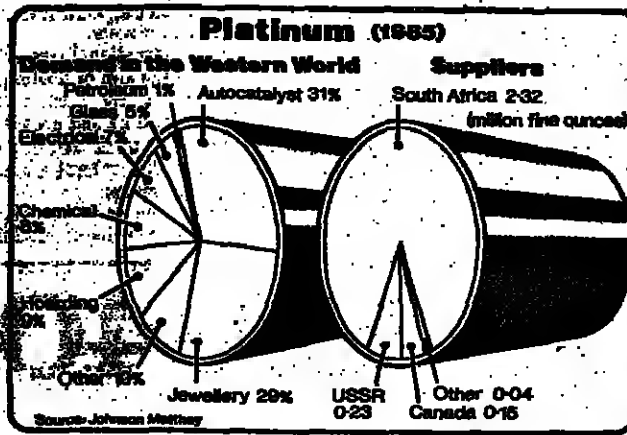
This unprecedented growth in investment demand could bring important changes in a market which, unlike gold, has traditionally been dominated by industrial consumers of metal.

Speculative investors - that is private individuals and fund managers - have played a large part in driving up platinum prices by 31 per cent since the beginning of the year to \$449m an ounce at the end of last week. After trading at a discount to gold - the classic precious metal for investment - for much of the 1980s, platinum has this year left gold trailing in its wake. On Friday it closed in London at a \$101.25 an ounce premium.

The amount of metal sold for investment in the form of small bars and coins rose by 50 per cent last year to 220,000 ounces and has increased still further in 1986, according to Johnson Matthey, the precious metal company which markets platinum from Rustenburg, platinum mines the biggest producer.

Investors have also been busy in the platinum futures market at the New York Mercantile Exchange, which has only one small rival in platinum, at Tokyo. Turnover for the first five months of this year was about 150 per cent higher than in the same period last year. Mr Fred Demler, metals analyst with the Dresel Burnham Lambert financial services house, says: "There has been some very good retail investment activity."

Johnson Matthey estimates that hoarding by investors, which was negligible before 1982, accounted for 9 per cent of last year's Western world platinum demand of 2.8m ounces. Traders believe that this year the proportion could be considerably higher.



Rising prices have already hit one important group of traditional platinum consumers - Japanese jewellery makers. Jewellery last year accounted for 29 per cent of the platinum market - and the Japanese, who prefer the white metal to gold - bought 80 per cent of it. This year, they are buying much less.

Japanese platinum imports fell 22 per cent in the first four months of 1986. Gold imports were sharply up - partly for the minting of a coin to mark the 60th anniversary of the reign of Emperor Hirohito, but also for jewellery.

But jewellery is the exception. Platinum consumers in other industries are unlikely to cut back consumption significantly, because they use the precious metal in tiny amounts in their products. The biggest buyers are vehicle manufacturers who need traces of platinum in catalytic converters for exhaust systems.

About 2 grammes of platinum goes into each vehicle. In the chemical, glass, electrical and petroleum industries the cost of platinum is equally small in proportion to the

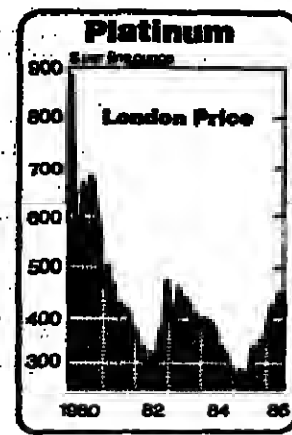
total cost of the equipment in which it is used.

Industrial companies are not blind to the potential threat to supplies from the unrest in South Africa. Events earlier this year at Impoco, the second largest producer behind Rustenburg, showed what might happen. Production was seriously disrupted when management sacked 24,000 workers in response to a (non-political) strike.

But the producers are adept at gearing production to industrial demand and satisfying long-term contracts, even at the price of buying in the market themselves.

Industry there seems confident enough about its supplies. Mr Joe Stevenson, operations director of Johnson Matthey, says consumers are probably allowing stocks to rise modestly, but there are no signs of deliberate stockpiling.

Perhaps industry is taking a lead from government. Western governments have not rushed to accumulate strategic reserves - the US Administration is still considering controversial plans put forward last



year to run down stocks of various metals including platinum.

More importantly, it seems that industry is not short of platinum, although last year demand exceeded supply by some 100,000 ounces and traders expect another shortfall this year.

In the five years to 1984 there was, according to Johnson Matthey, a surplus of 800,000 ounces. Traders do not quarrel with these figures.

Clearly if political unrest drives investment demand still higher, industrial consumers will start to doubt the assurances of their South African suppliers and start building up stocks.

But there is another side to the argument. If unrest should subside, investors may want to sell metal and return to stocks and bonds. Traders estimate some 700,000 ounces of metal is now in the hands of investors - that is three months supply for the Western world.

The possibility of this metal returning to the market cannot be ruled out, however remote this seems today, the tenth anniversary of the Soweto uprising.

Marriott Hotels Weekday Summer Sale.

Up to 50% off.

PARIS, Avenue George V; LONDON, Grosvenor Square; AMSTERDAM, Leidseplein; ATHENS, Syngrou Avenue; VIENNA, Parking.

It makes even more sense to use Marriott hotels in Europe now that we've reduced our prices by up to 50%.

The central location of our hotels make them perfect for both meetings and entertainment while our in-house business facilities and first class accommodation provide a superb business environment - but now at a reduced price.

The Marriott Summer Sale offer - it's a better way of doing business.

For details & reservations
phone London 01-439 0281.
France 19 05 90 8333 toll free.
Germany 0130 4422 toll free.

*Reductions vary from one hotel to another.

*Offer available Monday to Thursday inclusive.

*For details of our Weekend Summer Sale, with prices at £49.00 per room per night, from Friday through to Sunday, ring the number opposite. Taxes not included.

*Offers, subject to availability, apply from 1st June to 31st August 1986. Max. 3 persons per room. No groups.

Marriott
HOTELS+RESORTS

HOW SAFE IS YOUR OVERSEAS INVESTMENT?

Overseas investment can open the door to major growth, but there are risks involved.

For a company to invest in many of the developing countries without insurance is to ride a fine line between success and financial disaster.

Political upheaval, expropriation and indeed war can all restrict a company's means of transferring money back to the UK.

Remittances can be frozen indefinitely, damaging cashflow and seriously affecting long-term plans.

It is possible, however, to avoid many of the financial risks of new overseas investment.

The Overseas Investment Insurance Scheme is a most effective and economical way of protecting against losses caused by political action.

Backed by ECGD the scheme can apply to most new investment with cover guaranteed at the original premium for up to fifteen years.

If you're about to invest overseas you're taking a risk. Call us first and we'll make it a lot safer.

Ring Steve Pond on 01-382 7787 or post coupon to:
OVERSEAS INVESTMENT INSURANCE SCHEME, Export Credits Guarantee Dept.,
Aldermanbury House, Aldermanbury Square, LONDON EC2P 2EL.

Name _____ FT

Position _____

Company _____

Address _____

Tel. No. _____

ECGD

Invest with confidence.

**BEFORE THE
DEPARTMENT OF INSURANCE
STATE OF CALIFORNIA**
In the Matter of the Application of
MISSION AMERICAN INSURANCE COMPANY
California
For a Permit to Issue Surplus Notes
NOTICE OF PUBLIC HEARING
(File No. SF 1566)

You are hereby notified that a public hearing will be conducted before the Department of Insurance, State of California, at 100 Van Ness Avenue, 15th Floor Hearing Room, San Francisco, California, 94102, on the 30th of June, 1986, at the hour of 10:00 a.m. (or at such adjourned time or times as may be ordered without further notice given). Petitioners will be present at the hearing and will present evidence to satisfy the Insurance Commissioner that it meets the requirements of law entitled to a Permit. Any person may appear in person or by duly authorized attorney to support or oppose such petition or present evidence as to whether the Permit should be issued, to determine whether or not the Petitioner herein, MISSION AMERICAN INSURANCE COMPANY, pursuant to the provisions of Section 530.5 of the California Insurance Code, should be granted a Permit to issue surplus notes to those persons or entities set forth in those agreements attached to the petition as exhibits.

DATED: June 3, 1986

Insurance Commissioner of
BRUCE A. BUNNEN
the State of California

UK NEWS

Raleigh plans to ride into the biggest cycle market

RALEIGH, the UK company that took the bicycle to the British Empire in the early part of this century, is now seeking to break into the biggest market in the world - China, Arthur Smith writes. "They make 28m bikes a year. It is the main form of transport," enthuses Mr Eric Thomas, commercial director of Raleigh International.

The company will offer the same style of cycle that has proved so successful in the developing nations. It is given the unofficial name of The Donkey because it is regarded as a beast of burden; instead of riding the cycle, an owner is just as likely to place a bale of straw on the saddle and push.

Mr Thomas says: "You only have to stand by the wide roads around Peking to see the potential - 80 per cent of the traffic is bikes." He leaves for China next month with the aim of negotiating a contract under which Raleigh would sell its expertise in design, manufacture, sales and marketing. Assembly of 3m Raleigh cycles a year in China is seen as "realistic."

Raleigh has long had its eyes on the China market, but it is only in recent years that the possibility of a trade deal has opened up. Competition for business is fierce with the main cycle assemblers from the US and Europe also seeking a presence.

But Mr Thomas believes that Raleigh will be first. After introductions made in China over the past year, a seven-man delegation from a province in the south of the country spent two days last week inspecting Raleigh's production facilities at Nottingham. Success in China would be only the latest in a string of deals concluded recently by Raleigh with countries including Mexico, Indonesia, Zimbabwe, Pakistan and Venezuela.

Raleigh International was set up in 1979 with the aim of holding, regaining or winning markets that would otherwise be lost because of factors such as tariff barriers, currency difficulties or local manufacturing requirements.

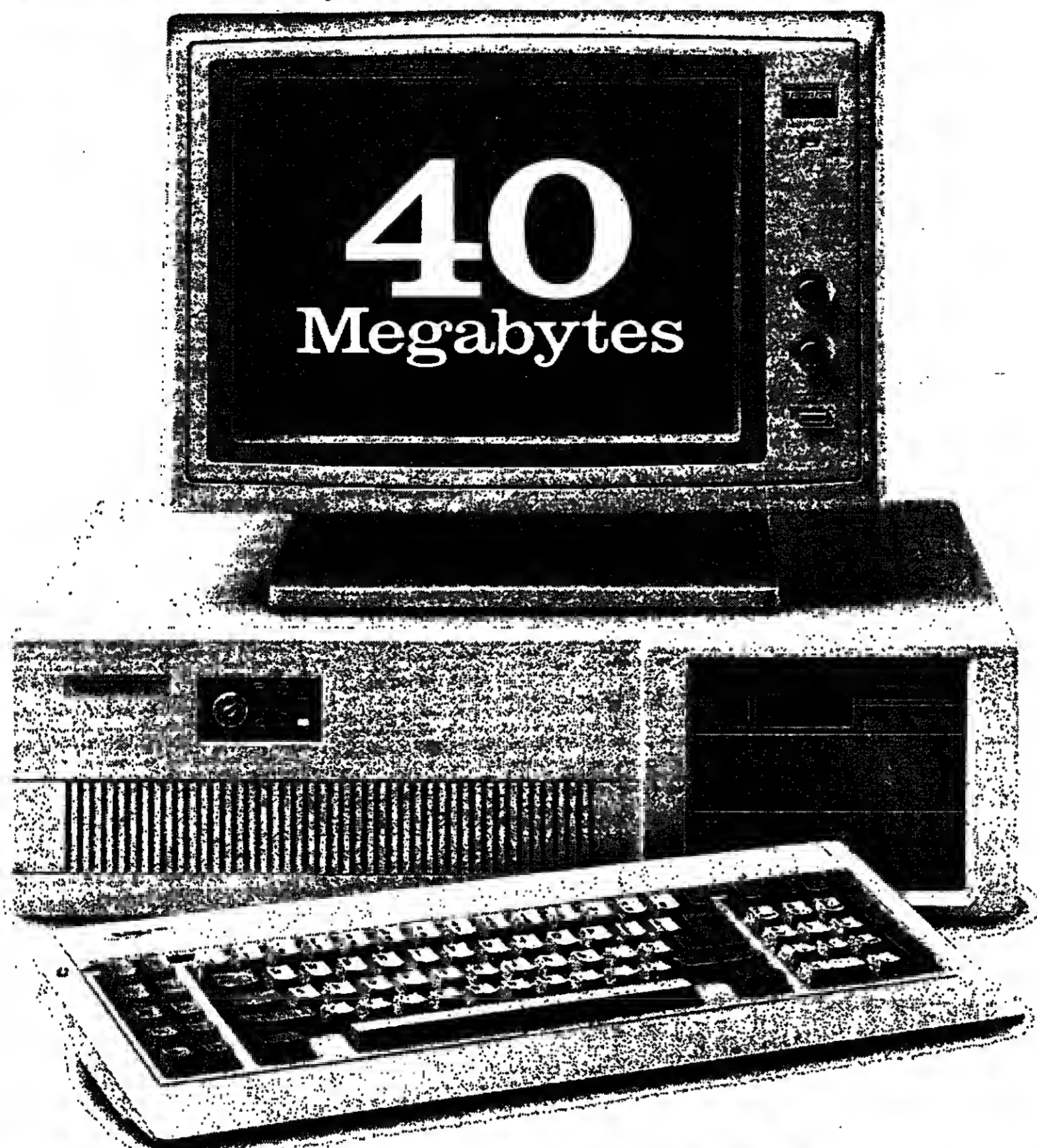
The role of the international company is to seek business in all markets that cannot be served through direct exports from TI Raleigh, the manufacturing company, at Nottingham.

The Nottingham factory is pushing through radical changes in production methods and work practices. Annual output, at about 1m, is half the level of a few years ago. Production has been cut as sales have been squeezed under the pressure of high interest and exchange rates and the loss of direct exports to the traditional markets of the Third World.

By contrast, Raleigh International, in the period in which UK manufacture has been shrinking, has been growing. The company now operates in 26 countries either through fully or partly-owned subsidiaries or licensees.

TI does not give a breakdown of profitability within the Raleigh group, but the international company is thought to have expanded trading profit from some £1.5m in its first year of operation in 1979 to about £5m.

The New £2,995 Tandon PCA-40.



Shouldn't your business begin at 40? Or 30? Or 20? Or 10? Or...

The new PCA-40 makes a total of seven Tandon models to choose from.

So wherever your business begins, Tandon has the right personal computer for you.

The PCA-40 is our new flagship computer. With 40 Megabytes of fast access disk storage it has the capacity to handle the largest, most demanding tasks.

And like our other models, the PCA-40 is IBM compatible. So you have immediate access to the world's largest library of business software.

Typically our computers are priced around 40% below the equivalent offering from IBM.

But with the PCA-40 there is no equivalent. Because only Tandon can offer you a complete 40 Mbyte system for £2,995.

For further information on the Tandon PCA-40, and the full Tandon range, as well as your complimentary copy of Access Software magazine send off the coupon or phone Tandon on 0527 46800.

Shouldn't your business begin with a Tandon?

Please send me the Tandon Information Pack which includes my complimentary copy of the Access Software magazine and details of how to obtain my FREE subscription.

Tandon (UK) Ltd., Freepost, Redditch, B97 4BR.

Name/Job Title

Company/Address

Postcode

Tel:

FT4
Tandon
Less Money. More Megabytes.

IBM is a trade mark of International Business Machines Corporation. Prices quoted include monochrome monitor and are recommended retail prices excluding VAT. Colour monitor is additional price option for £295.

Accountant to press tin traders' claims

BY JOHN GRIFFITHS

MR MICHAEL ARNOLD, the senior partner of accountants Arthur Young who acted as receiver of the National Union of miners' sequestrated assets, is to lead a tin traders' group set up to try to recover funds they allege they are owed as a result of the collapse of the International Tin Council (ITC).

The group of 11 traders are seeking £300m in compensation from the Government and other ITC members arising from the collapse of the ITC last year with debts of £900m.

The appointment of such a prominent figure as Mr Arnold represents the latest step in a publicity campaign by the group to focus attention on its grievances. Other actions have included the hiring of a

public relations agency, Broad Street Associates, and another agency, GJW Government Relations, as consultants in its lobbying of Government.

Mr Arnold is expected to explore a number of possible avenues for redress, including legal action, on behalf of the group, which has given itself the name of Tinco Realisations.

His appointment also follows publication last week of the House of Commons trade and industry select committee report to the Government on the ITC collapse and its aftermath.

Tinco is expected to make maximum efforts to publicise its case between now and a Commons debate

Company Notices



BEARER DEPOSITARY RECEIPTS

Do 10 April 1986 the Ford Motor Company declared a 2 for 2 STOCK SPLIT in the form of a 50 per cent STOCK DIVIDEND on the Capital Stock of the Company to Stockholders of Record 2 May 1986.

BDRs representing UNITS of 1/20th of a full common share in the denominations of 1; 5; 10; 50; 100; and 500 will be available for distribution about 15 June 1986.

The Board of Directors also declared a CASH DIVIDEND of 82.5 cents (gross) per share, on the Company's Common Stock outstanding prior to the STOCK DIVIDEND.

Accordingly, in respect of the Bearer Depositary Receipts the following distribution will become payable on or after 16 June 1986.

Gross Distribution per Unit	4.12500 cents
Less 15% USA Withholding Tax	0.61875 cents
	3.50625 cents
Converted at 1.52	= £0.023067434

Claims should be lodged with the DEPOSITARY: National Westminster Bank PLC, Stock Office Services, 3rd Floor, 20 Old Broad Street, London EC2N 1EJ.

In addition to the usual form for claiming cash, a special form exists for claiming stock. Both forms should be completed and are obtainable from the above address.

United Kingdom Banks and Members of the Stock Exchange should mark payment of the STOCK AND CASH dividends in the appropriate square on the back of the certificate.

All other claimants must complete the special forms and present these at the above address together with the certificate(s) for marking by the National Westminster Bank PLC. Postal applications cannot be accepted.

Date: 9 June 1986

AFRICA:
A TREMENDOUS MARKET

From November 27th to December 8th 1986, the Dakar International Fair makes you discover the huge economic potentialities of the Black Continent, widen or strengthen your business market, increase the number of your commercial, technical or financial partners.

For buying, selling, investing show yourselves in Africa.

7th dakar international fair

For any further information and reservations apply to:
SOPDAK, Route de l'Aéroport Dakar Yoff
B.P. 3329 Dakar, Sénégal

D.F.A. 5, Petite rue St-Jean

F - 13100 Aix-en-Provence. Phone: 16.42.27.99.82

Name _____ Company _____

Address _____ Phone _____

DELTA FLIES FROM 6 MAJOR EUROPEAN CITIES
TO OVER 100 U.S.A. CITIES COAST-TO-COAST.

From New York to Texas, from Florida to California, Delta flies you to just about anywhere in the U.S.A.

Catch Delta from Frankfurt to Atlanta, or to Dallas/Ft. Worth. In either city you make easy Delta-to-Delta connections to major cities across the U.S.A.

Delta also has daily service from the New York and

Boston gateways to cities across the U.S.A.

Call your Travel Agent. Or call Delta in Frankfurt

on 069 25 60 30, in Munich 12 99 061, in Stuttgart

22 62 191. Delta Ticket Offices are at Friedensstrasse 7,

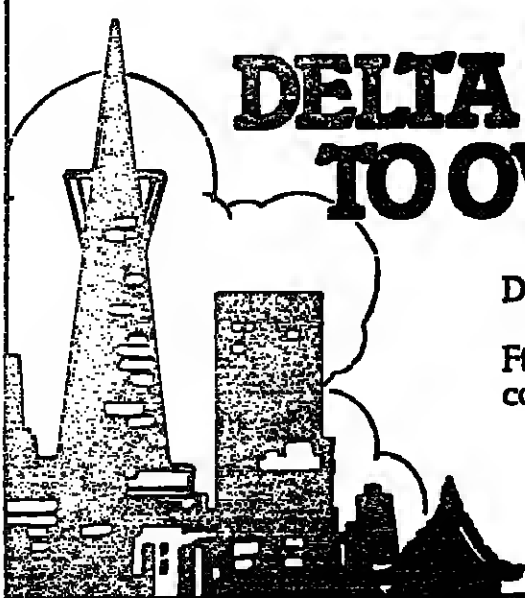
6000 Frankfurt/Main, Maximilianplatz 17, Munich,

Koenigsstrasse 1B, Stuttgart.

Schedules are subject to change without notice.

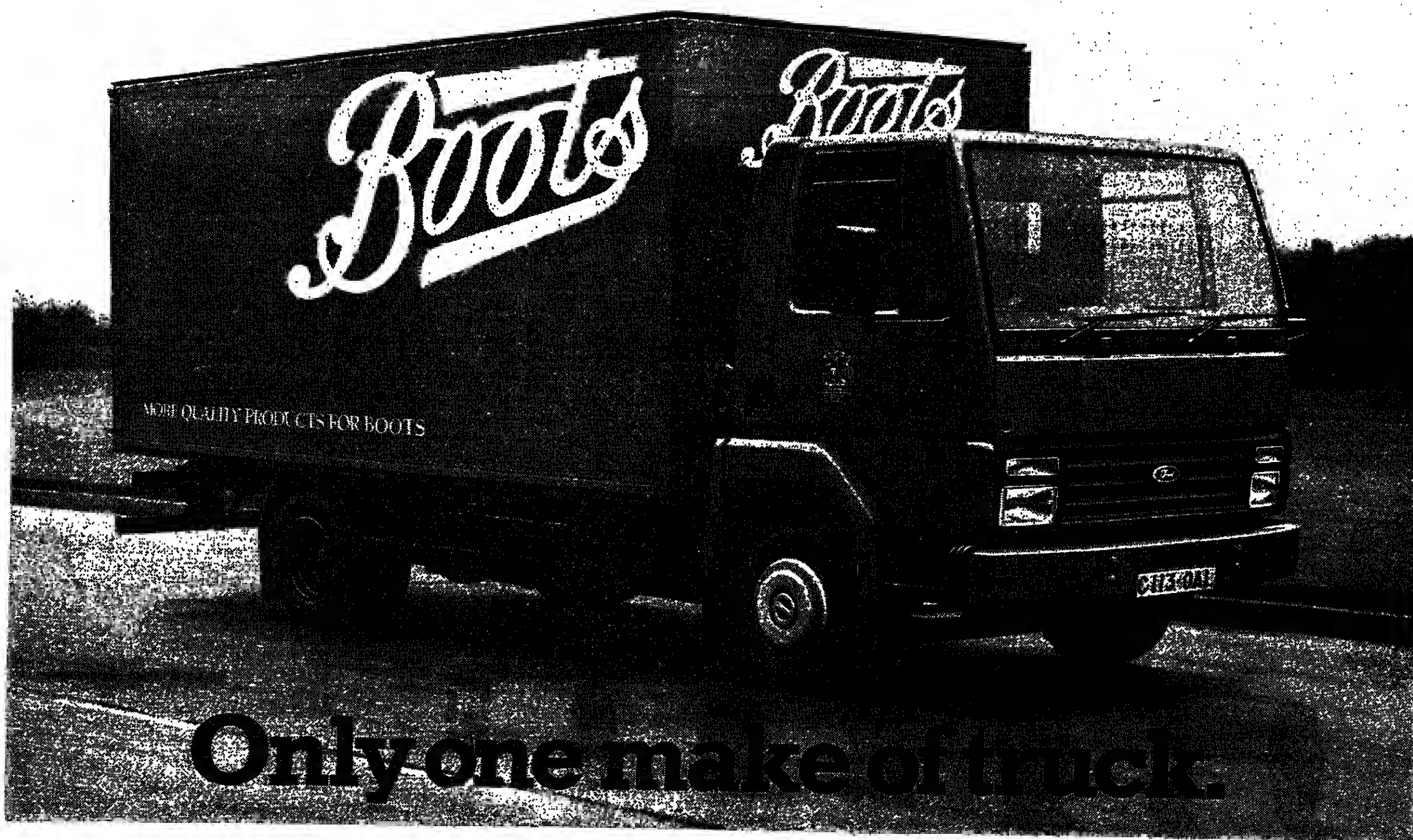
DELTA GETS YOU THERE

Also to the U.S.A. from Munich, Stuttgart, London, Shannon, Paris.





45,000 lines.



Graham Marson, Distribution Manager of The Boots Company, has just achieved one of his aims: the company truck fleet is totally Ford.

"When I took over, we ran four different makes," he says, "But nothing matched up to the Cargo."

We operate across the range, from 7.5 to 32 tonners."

Boots trucks visit all their retail branches in the Midlands, in all weathers, every working day. (Distribution in the rest of the country is handled by independent hauliers.)

"We regard the Cargo as a very reliable vehicle," says Marson, "It has to be. We don't carry spare trucks, and we can't afford to miss a delivery."

Transport is becoming a more and more important part of retailing.

I believe the successful retail company of the 90s will be the one that uses distribution best.

The Cargo's maintenance and fuel costs are very reasonable. And we can get spares at the drop of a hat.

The Cargo is very satisfactory on driver comfort. And it's good to look at: we want

smart vehicles outside our shops making deliveries.

We see reliability and quality as advantages of The Boots Company and we demand them of the tools we use.

The Cargo does what it's asked to do with efficiency and reliability.

And that's exactly what you want."



FORD CARGO
5.7-34 TONNES

Upkiel 50

K-Mart (Australia) Finance Limited

9% Debentures

NOTICE OF REDEMPTION

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of July 1, 1976 (the "Indenture"), between K-Mart (Australia) Finance Limited, a Bermuda limited company (the "Company") and The Royal Bank and Trust Company, a New York company, as Trustee, \$1,000,000 aggregate principal amount of the Company's 9% Debentures issued and outstanding under the Indenture (the "Debentures") will be redeemed through operation of the sinking fund provided for in the Indenture on July 1, 1986 (the "Sinking Fund Redemption Date") at 100% of such principal amount (the "Redemption Price") together with accrued interest to the Sinking Fund Redemption Date.

The serial numbers of the particular Debentures of \$1,000 denomination to be redeemed are as follows:

M1	1440	2150	3826	5811	9034	10278	12292	13784	16331	20315	23063	25662	28516	32953
2	1470	2280	4041	6380	9038	10282	12293	13785	16338	20320	23133	25737	28583	33019
3	1481	2281	4088	6627	9036	10333	12318	13786	16411	20349	23210	25788	28653	33039
4	1492	2282	4135	6874	9040	10337	12319	13787	16401	20362	23234	25801	28680	33051
5	1504	2263	4135	6709	9038	10431	12317	13788	16493	20366	23236	25830	28697	33022
6	1515	2264	4134	6747	9039	10442	12314	13789	16486	20368	23238	25853	28674	33015
7	1526	2265	4133	6785	9040	10453	12315	13790	16478	20370	23240	25876	28651	33008
8	1734	2268	4230	6822	9041	10501	12326	13791	16484	20374	23244	25904	28674	33127
9	1745	2269	4229	6860	9042	10512	12327	13792	16476	20376	23246	25927	28651	33120
10	1756	2270	4228	6898	9043	10523	12328	13793	16468	20378	23248	25950	28628	33113
30	1813	2268	4364	6885	9044	10521	12454	13793	16477	20378	23239	25917	28632	33107
41	1828	2269	4380	6894	9044	10533	12457	13794	16468	20380	23241	25940	28609	33100
52	1839	2270	4379	6931	9045	10545	12459	13795	16459	20382	23243	25963	28586	33093
55	1840	2271	4441	7070	9046	10560	12463	13882	16471	20387	23249	26040	28671	33204
56	1841	2272	4440	7108	9047	10571	12464	13883	16462	20389	23251	26063	28648	33197
57	1873	2273	4453	7133	9048	10611	12634	13967	16475	20393	23264	26096	28644	33193
58	1884	2274	4456	7161	9049	10624	12646	13967	16467	20395	23266	26119	28621	33186
59	1895	2275	4455	7199	9050	10636	12647	13968	16458	20397	23268	26142	28598	33179
60	1898	2276	4473	7231	9051	10781	12667	14062	16493	20401	23274	26079	28632	33171
61	1909	2277	4472	7269	9052	10792	12668	14063	16484	20403	23276	26102	28609	33164
62	1918	2278	4475	7306	9053	10810	12688	14133	18007	20406	23277	26125	28586	33157
63	1929	2279	4474	7344	9054	10821	12689	14134	18008	20408	23279	26148	28563	33150
64	1938	2280	4478	7386	9054	10836	12690	14135	18009	20410	23281	26171	28540	33143
65	2007	2281	4535	7470	9054	10950	12687	14230	18015	20413	23280	26004	28631	33151
66	2018	2282	4534	7508	9055	10961	12688	14231	18006	20415	23282	26027	28608	33144
68	2209	2283	4695	7616	9056	11006	12689	14232	18297	20417	23283	26052	28599	33165
69	2220	2284	4694	7654	9057	11017	12690	14233	18298	20419	23285	26075	28576	33158
70	2231	2285	4706	7700	9057	11028	12691	14234	18299	20421	23287	26098	28553	33151
71	2242	2286	4707	7740	9058	11039	12692	14235	18300	20423	23289	26121	28530	33144
72	2213	2287	4604	7711	10000	11129	12693	14236	18301	20425	23291	26092	28625	33164
73	2214	2288	4607	7736	10001	11134	12694	14237	18302	20427	23293	26115	28602	33157
74	2215	2289	4610	7761	10002	11139	12695	14238	18303	20429	23295	26138	28579	33150
75	2216	2290	4613	7786	10003	11145	12696	14239	18304	20431	23297	26161	28556	33143
76	2217	2291	4616	7811	10004	11151	12697	14240	18305	20433	23299	26184	28533	33136
77	2218	2292	4619	7836	10005	11157	12698	14241	18306	20435	23301	26207	28510	33129
78	2219	2293	4622	7861	10006	11163	12699	14242	18307	20437	23303	26230	28487	33122
79	2220	2294	4625	7886	10007	11169	12700	14243	18308	20439	23305	26253	28464	33115
80	2221	2295	4628	7906	10008	11178	12701	14244	18309	20441	23307	26276	28441	33108
81	2222	2296	4631	7926	10009	11183	12702	14245	18310	20443	23309	26299	28418	33101
82	2223	2297	4634	7947	10010	11190	12703	14247	18311	20445	23311	26322	28395	33094
83	2224	2298	4637	7967	10011	11196	12704	14248	18312	20447	23313	26345	28372	33087
84	2225	2299	4640	7988	10012	11203	12705	14249	18313	20449	23315	26368	28349	33080
85	2226	2300	4643	8008	10013	11210	12706	14250	18314	20451	23317	26391	28326	33073
86	2227	2301	4646	8029	10014	11217	12707	14251	18315	20453	23319	26414	28303	33066
87	2228	2302	4649	8049	10015	11224	12708	14252	18316	20455	23321	26437	28280	33059
88	2229	2303	4652	8070	10016	11231	12709	14253	18317	20457	23323	26460	28257	33052
89	2230	2304	4655	8090	10017	11238	12710	14254	18318	20459	23325	26483	28234	33045
90	2231	2305	4658	8111	10018	11245	12711	14255	18319	20461	23327	26506	28211	33038
91	2232	2306	4661	8131	10019	11252	12712	14256	18320	20463	23329	26529	28188	33031
92	2233	2307	4664	8152	10020	11259	12713	14257	18321	20465	23331	26552	28165	33024
93	2234	2308	4667	8172	10021	11266	12714	14258	18322	20467	23333	26575	28142	33017
94	2235	2309	4670	8193	10022	11273	12715	14259	18323	20469	23335	26598	28119	33010
95	2236	2310	4673	8213	10023	11280	12716	14260	18324	20471	23337	26621	28096	33003
96	2237	2311	4676	8234	10024	11287	12717	14261	18325	20473	23339	26644	28073	32996
97	2238	2312	4679	8254	10025	11294	12718	14262	18326	20475	23341	26667	28050	32989
98	2239	2313	4682	8275	10026	11301	12719	14263	18327	20477	23343	26690	28027	32982
99	2240	2314	4685	8295	10027	11308	12720	14264	18328	20479	23345	26713	28004	32975
100	2241	2315	4688	8316	10028	11315	12721	14265	18329	20481	23347	26736	27981	32968
101	2242	2316	4691	8336	10029	11322	12722	14266	18330	20483	23349	26759	27958	32961
102	2243	2317	4694	8357	10030	11329	12723	14267	18331	20485	23351	26782	27935	32954
103	2244	2318	4697	8377	10031	11336	12724	14268	18332	20487	23353	26805	27912	32947
104	2245	2319	4700	8398	10032	11343	12725	14269	18333	20489	23355	26828	27889	32940
105	2246	2320	4703	8418	10033	11350	12726	14270	18334	20491	23357	26851	27866	32933
106	2247	2321	4706	8439	10034	11357	12727	14271	18335	20493	23359	26874	27843	32926
107	2248	2322	4709	8459	10035	11364	12728	14272	18336	20495	23361	26897	27820	32919
108	2249	2323	4712	8480	10036	11371	12729	14273	18337	20497	23363	26920	27797	32912
109	2250	2324	4715	8500	10037	11378	12730	14274	18338	20499	23365	26943	27774	32905
110	2251	2325	4718	8521	10038	11385	12731	14275	18339	20501	23367	26966	27751	32898
111	2252	2326	4721	8541	10039	11392	12732	14276	18340	20503	23369	26989	27728	32891
112	2253	2327	4724	8562	10040	11399	12733	14277	18341	20505	23371	27012	27705	32884
113	2254	2328	4727	8582	10041	11406	12734	14278	18342	20507	23373	27035	27682	32877
114	2255	2329	4730	8603	10042	11413	12735	14279	18343	20509	23375	27058	27659	32870
115	2256	2330	4733	8623	10043	11420	12736	14280	18344	20511	23377	27081	27636	32863
116	2257	2331	4736	8644	10044	11427	12737	14281	18345	20513	23379	27104	27613	32856
117	2258	2332	4739	8664	10045	11434	12738	14282	18346	20515	23381	27127	27590	32849
118	2259	2333	4742	8685	10046	11441	12739	14283	18347	20517	23383	27149	27567	32842
119	2260	2334	4745	8705	10047	11448	12740	14284	18348	20519	23385	27172	27544	32835
120	2261	2335	4748	8726	10048	11455	12741	14285	18349	20521	23387	27195	27521	32828
121	2262	2336	4751	8746	10049	11462	12742	14286	18350	20523	23389	27218	27498	32821
122	2263	2337	4754	8767	10050	11469	12743	14287	18351	20525	23391	27241	27475	32814
123	2264	2338	4757	8787	10051	11476	12744	14288	18352	20527	23393	27264	27452	32807
124	2265	2339	4760	8808	10052	11483	12745	14289	18353	20529	23395	27287	27429	32800
125	2266	2340	4763	8828	10053	11490	12746	14290	18354	20531	23397	27310	27406	32793
126	2267	2341	4766											

NOBODY'S

THE NATWEST INVESTMENT BANK GROUP

INTERNATIONAL APPOINTMENTS

Heads of linked interests at Wartsila and Valmet

BY ANDREW FISHER

WARTSILA AND VALMET, the Finnish companies which are to merge their shipbuilding and paper machinery interests, have named the two men who will head the new operations. One is from outside, the other already an executive with Valmet.

Mr Pekka Laine, 49, has been appointed as managing director of the shipbuilding company. His background is chiefly in the paper and furniture industries.

Wartsila, a quoted company, will have a 70 per cent stake in the shipbuilding operation,

which is being formed to combine the resources of the two groups at a time of severe crisis in world shipbuilding.

Finland has survived the worst of the crisis by specialising in cruise, ice-breaking and other ships. But the Soviet Union, its major customer, is being hit by lower oil prices and other countries are competing harder for orders.

Mr Laine, now managing director of the Tervakoski paper company, will take up his new post on September 1. With shipyard order books shrinking, the companies have said their joint workforce in the

sector will fall by some 4,000 to 6,000 in the next few years.

The paper machinery sector, by contrast, is expanding, with the amalgamation aimed at increasing the companies' thrust in world markets. Appointed to run the new company, of which state-owned Valmet will own 65 per cent, is Mr Jori Pesonen, 60, already chief executive of Valmet's paper machinery group.

Mr Tor Stalpe, president of Wartsila, will be chairman of the new shipbuilding company, while Mr Matti Kankaanpää, president of Valmet, will chair the paper machinery operation.

Kodak sets up new structure

By Our Financial Staff

EASTMAN KODAK, the Rochester, New York photography and chemicals concern which last autumn lost a long-lasting patent battle with Polaroid, the Massachusetts-based maker of instant cameras and film, has formed an office of the chief executive. It is announced by Mr Colby H. Chandler, who is chairman and chief executive.

Mr Chandler will be joined in the office by Mr Kay R. Whitmore, who is to continue as president and assumes the additional title of executive officer, and by Mr J. Phillip Samper, who becomes vice chairman and an executive officer.

The three are to share responsibility for the company's five main divisions and other parts of the company.

Mr Samper was previously executive president and general manager of the photographic and information management division.

Marketing jobs at McDonnell Douglas

MR VES ZOMMERS, 52, has joined the McDonnell Douglas Aircraft Company division of McDonnell Douglas, the US aircraft-based group, as director of commercial marketing, Europe, and Mr Lewis V. Dileo, 58, formerly director of marketing, advanced products, has been appointed director of international marketing, South Asia.

Two other Douglas marketing directors for Europe, Mr Werner Siegenthaler and Mr James Hannessy, remain in place.

Mr Zommers has moved to Douglas from the Boeing Commercial Airplane Company, where he served for 28 years in flight training and marketing, most lately as director of marketing for central, northern and eastern Europe. The new position involves Mr Zommers supervising European commercial marketing north of Italy, as well as in Turkey and Israel.

Mr Dileo joined McDonnell Douglas in 1954 as a draughtsman. He has, latterly, served in several positions, becoming director of marketing, advanced products, in 1982, and focusing on defining airline requirements for the proposed MD-11 advanced wide-body jet. Mr William C. Messacar, 46, assumes Mr Dileo's former post.

Move at American Can

MR HOWARD LOMAX, chief financial officer of American Can (UK) at Congleton, Cheshire, since 1980, has been appointed vice-president finance, food/general and meat packaging for American Can Company in Greenwich, Connecticut. American Can has interests in financial services and retailing, as well as packaging.

He is succeeded as finance director of American Can (UK) and its TRIFID Software subsidiary by Mr Bob Spedghe, 36.

MR AAD DE RUYTER has been appointed managing director of John Brown Engineers and Constructors of the Netherlands. The company is part of the UK engineering group of the name. It provides engineering and construction services for the energy, polymer, pharmaceutical, food and chemical industries.

Mr de Ruyter was before joining John Brown in 1984 managing directors of NEM, the Dutch construction company.

He succeeds Mr Harvey Rosenfeld, who is now president of John Brown Engineers and Constructors in the US, but who remains an executive member of the board of the Dutch outfit.

SALOMON BROTHERS, the Wall Street securities house, has announced that Mr Jean-Charles Michel Guitt has joined its stock research department as a vice president covering telecommunications equipment.

DIE ERSTE Oesterreichische Spar-Casse-Bank, Vienna, has appointed Mr Gyles Cooper representative and general manager of its office in London, the opening of which, on a representative basis, has lately been announced.

The office is the third of its kind opened by the bank, otherwise known as First Austrian Bank, coming after those in Sydney, Australia, and Vicenza, Italy. Mr Cooper has joined the bank from the Chemical Bank International, which has a New York base.

Senior changes at Israeli Bank

BY LYNNIE RICHARDSON IN TEL AVIV

FIRST INTERNATIONAL Bank of Israel, which recently changed hands, has announced moves in its senior management.

Mr Zadik Bino, who has been managing director since 1980, becomes chairman, and his place is taken by Mr Shalom Singer. At 40, Mr Singer will be the youngest chief executive in Israeli banking.

A 51 per cent stake in FIBI was acquired in March by an American industrialist, Mr Jack Nasser, for US\$21m. The bank, although small, with a total balance sheet of around US\$2.3bn, has shown consistently good returns and was not involved in the share support scandal which caused the spate of recent resignations of leading bankers in Israel.

New chairman for White Consolidated

MR ANDERS SCHARP, president and chief executive of Electrolux, the Swedish durable goods manufacturer, is to succeed Mr Ward Smith as chairman of White Consolidated Industries, the Ohio-based home appliances concern, on July 31, reports AP-DJ from Stockholm.

The Swedish group this year purchased White, for \$745m, in a move that makes the Swedish concern the largest white goods company in the world.

Mr Smith, who will continue as a consultant to White, said that his retirement "should in no way suggest that I have anything but the highest regard for the Electrolux management." His decision had been taken for personal reasons.

Mr Donald C. Blasius is to continue as chairman and chief executive at White's home products group, and Mr John B. Schube, president of the industrial products division.

New York SEC move

MR IRA LEE SORKIN, the director of the New York Office of the Securities and Exchange Commission, the US regulatory agency, has announced that he plans to step down on September 30 to return to private legal practice, after two years with the Commission.

Mr Sorkin is to join the private firm of Squadron Ellenoff, Plesent and Lehrer to concentrate on civil and criminal litigation.

Efficiency.



One reason why Cast can provide the most cost-effective transportation system to and from Canada and the United States.

CAST

The Blue Box System of Container Shipping

The Private Placing having been completed, this announcement appears as a matter of record only.

NPC

NATIONAL PARKING CORPORATION LIMITED

(Registered in England under the Companies Acts 1948-1967 No. 1104488)

Private Placing

by

Morgan Grenfell & Co. Limited

of

32,258,065

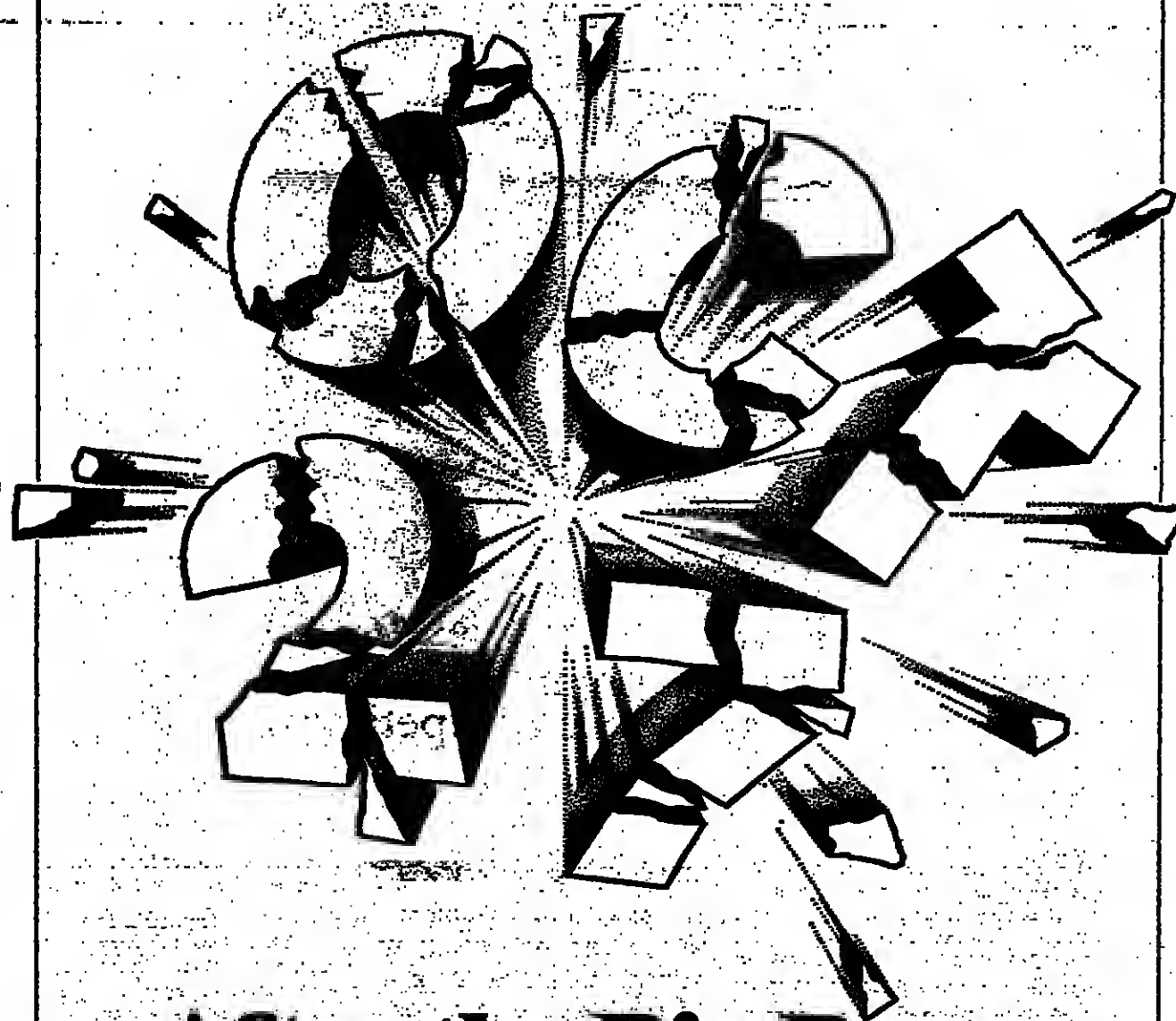
Ordinary Shares

of 10p each at £1.55 per share

Morgan Grenfell Securities Limited

acted as stockbrokers to the Private Placing

April, 1986



After the Big Bang

The big survey every businessman will read and keep.

On October 27th the FT will analyse a revolution - The City Revolution.

In the FT Survey, twenty specialist writers will examine and comment upon every aspect of The City Revolution: How it came about, what the changes will be, and the probable shape of things to come.

The FT's well-informed and authoritative approach will be reflected in the survey, making it one that every businessman in every company affected will read, keep and refer to again and again.

It is, therefore, an important issue for your advertising to appear in, one that will still be effective long after October 27th.

The person you should contact is Nigel Pullman on 01-248 8000.

High-flying conglomerates challenge two of Britain's engineering companies. David Goodhart (left) and Charles Batchelor report

Tomkins tries to open the valves of change

"I THINK it will be very close but we will just keep our independence," said the young production manager above the dip of Pegler-Hattersley's domestic valve works in Doncaster.

The admission suggested that the dismissive attitude of his more senior colleagues to F H Tomkins "cheeky" £180m bid—which closes tomorrow—was not a true reflection of behind-closed-doors discussions in the company.

The valve and tap empire formed in 1981 by the marriage of Pegler's of Doncaster to Hattersley Brothers of Ormskirk, both established at the turn of the century—has been quaking.

"Still, I don't think there's very much more Mr Hattersley (the Tomkins chief executive) could squeeze out of us here even if he did win," he added.

It is a view which has been echoed in the City. Despite the valve maker's traditionally sleepy image and its first profits record, the story of a newly dynamised management pushed to reap the rewards of heavy capital investment has taken root.

But are those roots deep enough? Tomkins with its impressive, if short, record for improving the performance of dull companies has certainly drawn blood.

Pegler argues that because it maintained profits and dividends through the worst of the recession it has not been able to create the "bounce-back" effect. Its strategic decision to keep its concentration in valves may have been correct but the plateau upon which profits have rested for three years has not helped its reputation. Neither have several mis-timed acquisitions.

Tomkins earnings per share have grown by 32 per cent annually over the past five years—Pegler's earnings per share grew by less than 1 per cent a year in the four years to March 1985. And why, asks Mr Hattersley, when he has a 5 per cent personal stake in Tomkins does the Pegler board hold fewer than 20,000 of its company's shares?

Point scoring aside, what can Tomkins offer? Mr Hattersley makes no pretence about synergy. His is an unashamed conglomerate making fasteners, motor components, grass-cutting equipment and even safety footwear. By contrast, although Pegler is a holding company, 75 per cent of its output is valves

and 90 per cent is fluid control equipment.

That does not deter Tomkins. Like us, says Mr Hattersley, they are involved in the manufacture and distribution of industrial products. Neither is size difference to be feared. Pegler has a turnover of £175m and in the year to the end of March made a pre-tax profit of £21.6m.

Tomkins in the year to the end of April 1985 made pre-tax profit of £3.52m on turnover of £36.5m. It is predicting a doubling of pre-tax profits this year to £7.1m, but is still on most counts less than half the size of Pegler.

However Pegler is a group of 22 companies and, says Mr Hattersley, only two or three of these are bigger in output and employment terms than the largest Tomkins unit here.

Pegler sells 80 per cent of its turnover abroad in the more "political" industrial and commercial (as opposed to domestic) markets. Tomkins does little.

PEGLER-HATTERSLEY
(To end March 1986)

	Turnover	Profit
Building products	60	6
Valves	45	6
Industrial products	18	1
Distribution	50	4

Excludes overseas earnings

exporting but, says Mr Hattersley, many of his senior team have widespread international experience.

So, Pegler may be a bit bigger but it fits the Tomkins acquisition model perfectly: a steady company making mediocre profit with room for improvement and limited vulnerability (through its spread of markets).

And the key to its transformation is the Tomkins (indeed the classic mini-conglomerate) management style: decentralisation, results-related management pay systems, and tight financial control. Mr Hattersley waxes eloquent about the application of these simple ideas to the seven GKN subsidiaries acquired last year. "We went in and told the management that if they achieve X above budget then they stand to make Y in bonus and it worked. We also made them segment their markets far more carefully so they had a better idea where they were competing and losing money."

There are two problems with resting so much of the Tomkins' case on its management style. The first is that Pegler

has many of these familiar techniques in place already. Managers can now earn up to 35 per cent of salary from performance-related bonuses. All subsidiaries have their own boards and a fair amount of independence, they also have monthly financial reporting disciplines (although these are criticised for their wooliness by Mr Hattersley).

The second is the question of scale. It seems reasonable to assume that it is easier to provide the sort of leadership and motivation that Mr Hattersley speaks of in a relatively small company like Hattersley (acquired in 1984 for £25m) or in the previously neglected subsidiaries of a very large one.

A degree of bureaucracy is inevitable in a company the size of Pegler employing 4,500 people. Tomkins may be keen to stress that the problem is compounded by a hang-over from the days of "production led" management. (It is certainly the case that several of Pegler's senior managers appear to have only the haziest notion of the company's market shares—and one board member had a radically inaccurate guess at the number of redundancies the company has made over the past seven years.)

Nevertheless, the evidence does now point to a belated spur for growth. "We are just coming good" is a familiar defensive cry during a bid but Pegler does have some of the figures to back it up.

Over the past three years it has invested just under £20m—over £10m of it in the European valve industry's first Flexible Manufacturing System. The FMS is due on stream in December after which its four supervisory workers should produce as much as 40 do currently. Robotics and CNC (computer-numerically controlled) machines have already cut a swathe through the workforce which has fallen from 7,200 in 1979 to about 4,500.

Investment alone is not enough, but the recent management changes at the very top and the new emphasis on spotting middle management talent at the electronic end. It also makes innovation especially important and Pegler can boast that 25 per cent of its products are new or remodelled over the past three years.

Why, asks Pegler management, should Tomkins sweep in and scoop up all this potential improvement simply through



Gregory Hutchings: no pretence about synergy

company in Doncaster, says the battle for market share is being won against the Italians and Taiwanese. "Four years ago we lost the common stopcock to the Italians. Now people are buying it from us again," he said. Output of taps, radiator valves and compressors is 12 per cent up on last year at Doncaster.

Although four out of five homes in the UK have a Pegler-Hattersley product, the market is a state one susceptible to squeezed margins. That is forcing the company to look harder for the growth niches especially at the electronic end. It also makes innovation especially important and Pegler can boast that 25 per cent of its products are new or remodelled over the past three years.

Why, asks Pegler management, should Tomkins sweep in and scoop up all this potential improvement simply through

timing its bid well? If Tomkins is committed to retaining the existing management, save a few board members why not let the present team get on with it and prevent any dilution?

There is also, they add, the danger that the company's equilibrium could be harmfully disrupted by the inevitable dilution of a takeover. And that the hefty investments and expensive specification teams vital to market leadership could be reduced by Mr Hutchings.

But the danger for Pegler is that there may be sufficient investors who feel Tomkins cannot fail to reap the rewards which are already imminent—and may just do a little better. There are already plenty of hard-core fans ready to support that view even if some privately wish Mr Hutchings had bitten off something slightly smaller before aiming for Pegler.

MR FRED SMITH, chief executive of APV Holdings, the specialist engineering group, and Mr Barrie Stephens, his counterpart at Siebe, the more diversified safety products and engineering company, are well-matched adversaries.

Mr Stephens, a stocky figure, may be more given to far-reaching visions of his company's place in the industry than Mr Smith, a crop-haired, square-shouldered Australian, but both men exude an unusual determination to succeed.

Mr Stephens' ambitions for Siebe to develop into a broadly-based engineering empire prompted a £220m bid for APV and have plunged the two companies into a hard-fought takeover campaign.

The arguments both sides have been putting forward over the past seven weeks go to the heart of a growing debate about the role of the mini-conglomerates which have been carving a larger share at the engineering market through a series of takeover bids.

Siebe has expanded rapidly over the past five years from a base of engineering equipment, a quick-fire programme of acquisitions has brought in protective clothing, storage equipment such as lifts and lubrication gear, and power station cabling supports.

The purchase last year of Compair pushed Siebe into third place in the world league of compressor equipment makers—after Ingersoll Rand of the US and Atlas Copco of Sweden—boosting 1985-86 profits to £33m and turnover to £232m.

APV, by contrast, has concentrated to a greater extent on the brewing, dairy and pharmaceutical industries it began serving in 1910 when it was set up as the Aluminium Plant and Vessel Company. It supplies process and control equipment to the food and beverage industries and claims world leadership in homogenising equipment and in freezers and packaging machinery for the ice cream industry. After hitting a difficult patch in the early 1980s APV doubled its profits to £15m in 1985 on sales of £409m under a revitalised management headed by Mr Smith.

Siebe argues that its expertise in the control and filtration of gases and liquids would combine well with APV's capability in the fields of heat exchangers and refrigeration.

APV counters that the complex and expensive process systems it sells to the food and drink industries require a far broader range of skills and a closer relationship with the customer than Siebe's standardised engineering products. "We employ food scientists, biochemists and metallurgists as well as about 400 graduate engineers," says Mr Smith.

Specialist faces an all-rounder

Mr Stephens strongly rejects the suggestion that Siebe is in the unsophisticated end of the engineering business, pointing to a customer list similar to that of APV.

He selects three areas of "continuity," accounting for about half of Siebe's sales, where both companies are active and which provide the industrial logic for the bid. They are:

● Filtration equipment for the food and brewing industries.
● Automation and process control equipment for continuous bottling and canning lines in the food industry.

● Energy equipment. Siebe makes compressors, dryers and purifiers supplying clean and cooled air to oil platforms, hospitals and other industrial installations. APV supplies cooling equipment to similar customers.

APV responds that the overlap in all these areas is very small and that the bulk of Siebe's customers are outside the food and drinks industries. Mr Stephens believes that a company the size of APV is too small to take on world competition. A combined group with 1986 turnover of around £1bn would be better placed to finance research and development spending and attract skilled employees, he says.

APV replies that it is well able to look after itself in the world, despite the presence of formidable competitors such as Alfa Laval, the large Swedish

maker of separators and heat exchangers. DDS, Danish sugar processor which makes food processing equipment, and the British groups Simon Engineering and Baker Perkins.

The dairy processing industry has been hit in recent years by the imposition of EEC milk quotas but APV sees increasing world demand for processed foods and fruit juices.

Many food processors are being forced to automate their plant to cut costs and the huge US brewing industry is poised to make massive investments in more modern plant, APV believes.

In addition, changing public tastes mean as many as 2,000 new food products every year. Demand for fewer preservatives in food makes the need for efficient and hygienic food processes even greater. APV's shareholders—many also with holdings in Siebe—face a difficult choice as they make up their minds within a fortnight or so. Siebe has earned respect in the City for the way it has integrated the companies it has acquired. Equally, APV has demonstrated that it is recovering strongly through its own efforts.

Siebe's management has a longer track record of success but the decision may be the view investors take of the conglomerate—for long an unfashionable creature—and whether it appears to offer better prospects than APV's specialised approach.

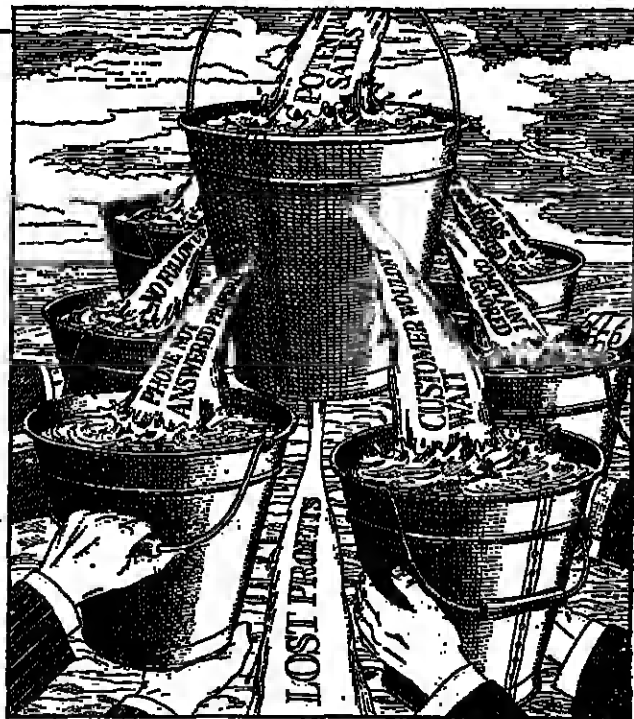
The Princess Alice Hospice



We care for the terminally ill of all denominations, and urgently need donations to assist us with our running costs of more than £400,000 p.a.

We will be pleased to tell you how you can help us to care by cash donations, covenants etc.

The Princess Alice Hospice
ESHER, Surrey
Telephone: ESher 68811



Are you giving customers away to your competitors?

HOW could we have the gall to suggest you could actually be giving away customers to your competitors? To answer that, may we ask a few questions?

If somebody reads your ad or sees your commercial, and they are eager to know more—immediately—do you make it easy for them?

If you don't, then how long will it be before they see somebody else's commercial or ad? Fall in love with a competitor's product—and you lose them for ever.

Once you have got a customer interested, how do you keep that interest alive? Do you do enough to discover what is going on in that customer's mind? Do you talk to that customer, find out what turns him or her on before somebody else does and capitalises on their interest?

And here's a sore topic: what if the customer wants to complain? Should you make it easy—or difficult? Well, if you believe the secret of success in marketing is keeping your customers happy, the answer is simple. You make it easy.

For example, an FMCG company discovered only 40% of dissatisfied consumers complained by mail. Those who

You probably spend more time, money and energy on advertising than ever. But when people see your ads, how easy do you make it for them to respond? And once they have responded how much do you do to retain their interest... and, maybe even more vital, what do you do to keep your existing customers?

did were generally happy with the company's response. Those who didn't were likely to cease purchasing the brand.

A toll-free telephone number resulted in 90% of dissatisfied customers calling the company. It was more expensive. But over 90% of those callers were satisfied with the

company's response and continued to purchase the brand. The logic is obvious.

The Solution
The solution to problems like this is sitting on your desk. Although it's not new, it's the fastest growing marketing tool in the world today. It is the telephone.

A recent survey indicated that telephone marketing capacity in the U.K. has more than doubled over a 12 month period. Whilst in the U.S., the telephone is now the biggest single medium with a total of \$34.0 billion expended last year.

As the Financial Times observed recently: "Telephone marketing in Britain appears to be growing by leaps and bounds. At the forefront are British Telecom's inbound telemarketing service Telecom Tan and its outbound service, Telecom Telemarketing."

Here are some facts about the telephone and your customers:

I

MOST customers prefer the telephone. For instance, a theatre ticket booking agency

rang their customers as part of a priority reservation programme.

Remarkable results were achieved, producing a substantial 6-figure volume of new business. The cost of that new business? Less than 5% of revenue achieved.

2

BIG mail order catalogue companies find that 70% of customers, given a choice, like to order on the phone. It's quicker, it's easier. And, telephone operators can find out more about people's needs and sell them more, once they're talking to them on the phone. We don't know of a business where this principle doesn't apply.

3

YOU should make it easy for people to talk to you because you'll learn more, and keep customers longer. Research suggests that every dissatisfied customer tells 11 people about the way he feels; whilst every happy customer only tells 3. If you make it easier for people to tell you they are not happy—and why—you can do something about it.

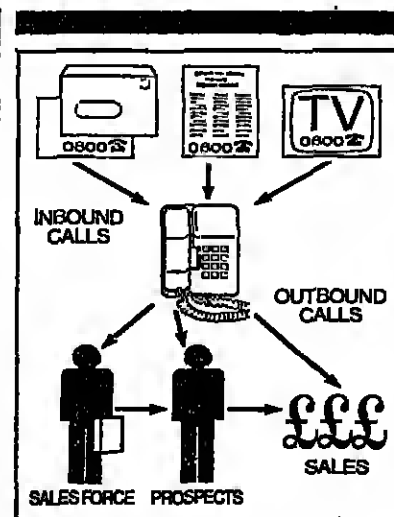
4

WHY do you lose customers? You know very well that it is much easier to keep a customer than it is to find a new one. Do you know why customers leave? Research conducted by McGraw-Hill revealed that the reason in 68% of cases was nothing to do with the quality of product or service, but quite simply that people felt "the company didn't care, and didn't communicate with them."

YOU go to great efforts to generate interest in what you sell. Advertising spending, for instance, has been rising at a disproportionate rate in recent years. Yet once that interest and enthusiasm is generated amongst the public, what happens? All too often, you do not exploit it. Sometimes in the most obvious ways.

You can liken your relationship to your customers to marriage. There is a courtship, leading to a sale, followed by a honeymoon. But all too many of these marriages end in divorce. But, as in real life, if you talk and listen to your customers, that marriage will last longer.

And the telephone is such a powerful instrument for doing this—more powerful and personal than Direct Mail, yet far less expensive than the only other alternative, the salesman.



The telephone should be a central element in your marketing mix.

Telecom's commitment to marketing

Here at British Telecom we have been committed to the use of the telephone for marketers for several years now. There is hardly an area within your business where one or other of our services cannot be of help.

We can show you how to encourage telephone response—to get more from your advertising spend. We handle the calls on your behalf, giving you an instant telephone response system.

(And with services like LinkLine 0800, we make it even more appealing for consumers to respond to your ads—because it costs them nothing.)

We can show you how the telephone can be used in conjunction with other media like Direct Mail, TV, radio, or even press advertising and door-to-door to create a powerful synergy. Indeed, sometimes the telephone can produce sales from existing prospects after your other media have already done their jobs.

We can show you how to use the telephone for your prospecting. How you can build your customer lists. Get more from coupon response. Service your customers professionally, courteously, effectively. Without irritating them with hard sales pitches.

What's more, the telephone is a powerful research tool. Our Research Shop, although it may not replace other forms of research, can give you a quick reading on key issues, enabling you to make quicker, more informed decisions—and often influence the directions of other, more formal research.

Responsive to your customers

Today, your customers want to buy the way they want to buy—not necessarily the way you prefer to sell.

They want information 24 hours a day. Not 12 hours a day. They want it now, not 3 days later. And they want a dialogue with you. For years companies have claimed that they give the customers what they want. Very often they were merely paying lip service to this concept. It was a sellers' market, and the customer had to take what was on offer. This is no longer true. The customer really is in control more than ever before.

And the one way to recognise the customer's power and to encourage him or her to deal with you is to make it easy to respond to your advertising. Moreover, the quickest way to find out what he or she wants is to talk—ask questions, get feedback.

Whilst the surest way to keep your customer and protect your market, once again, is to talk. Let the customer know you care, because you do care.

If you don't take account of these factors, your competition surely will. Smart marketers know this.

In the last two years, the following companies have used British Telecom to help them in their telephone marketing activities: American Express, 3, Thorn-EMI, Time Magazine, Comp-U-Card, Mars Group, Budget Rent-a-Car, British Caledonian, Austin Rover, IBM, RAF, Harrods, Rank Xerox, National Westminster Bank. We'd be very happy to help you, too.

Call us free to find out more on 0800 400 400

British Telecom Telephone Marketing Services, 95 Ebury Bridge Road, London SW1W 9RL.



Nothing sells like the personal touch

British TELECOM

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

Technology takeovers

US suitors' winning ways

Peter Marsh concludes his series by exploring how growth can come from surrender

CHRIS DOUBLEDAY, founder and managing director of a small UK electronics company called Precima, was under pressure. It had been a long, hard grind for his company, which after 12 years had reached annual sales of only £2.5m. Thanks to a novel system that Precima had developed for the automatic assembly of electronic circuitry, the effort finally looked like paying off.

To do justice to the product, the company would need about £5m over two years to finance the necessary expansion. Doubleday, an ex-Marconi engineer, had little expertise in raising cash. There was also the associated problem of setting up a worldwide marketing and maintenance network to support the new system. "Our product looked extremely promising," he recalls. "But we felt we were sitting on a time bomb."

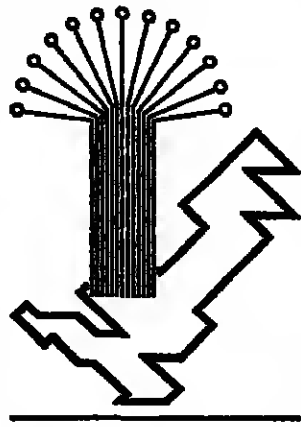
The predicament for Doubleday back in 1983 is not unusual for the people who set up and run expanding high-technology companies. Once a winning product is developed, the management problems can pile up.

The simple answer, for many high-tech concerns, is to become part of another, much bigger company. The large corporation, which is often an acquisition-minded US company, can breathe into the smaller business management skills, cash for research and development, together with frequently a ready-made international marketing organisation.

In Doubleday's case, his company attracted the attention of the Dynapert division of Emhart, a diversified Massachusetts-based electronics and engineering concern with annual sales of \$1.7bn.

Dynapert was (and is) among the world leaders in automatic machines for assembling electronic circuitry by the conventional method of inserting components through holes in printed circuit boards. It wanted to move into the new area of surface mounting—in which tiny robot grippers fix the components to the boards with adhesive—an area in which Precima was a pioneer.

The US concern had mounted a worldwide search for a suitable acquisition and Precima, which is based in Colchester, Essex, had topped the list. "They were an ideal



company," remembers Ron Fidebaum, Dynapert's president. Doubleday and his colleagues were not easily wooed. Between April and October 1983, Precima made four offers for the company, each one better than the last and each turned down. The fifth offer—the exact terms of the deal have not been disclosed—was accepted.

How have events turned out? Precima's sales shot up six-fold between 1983 and 1985 to some £15m a year. The number of employees has doubled to 240 and the company has been given responsibility for selling its products not only in the UK but in the whole of Europe, taking over this role from an existing Dynapert subsidiary.

Another successful US-UK coupling appears to be that between Martin Marietta Data Systems, which has annual sales of \$430m and is the computer systems arm of the giant US aerospace company, and London-based Hoskyns. The latter, which has been part of the US concern since 1975 and sells a range of computer systems and consultancy, last year recorded 40 per cent growth in sales to £56m, with profits expanding 26 per cent to £3.5m.

Hoskyns is, says its managing director, Geoff Unwin, "a bit of an oddball" in the US group. While sales of the parent company are concentrated on a few large contracts with government or military organisations, Hoskyns has a very wide client range and employs staff who can switch between different jobs fairly easily.

Rather than impose management controls on the UK organisation, Martin Marietta is, says Unwin, "trying to listen to us and adopt some of our methods." Patrick Zilvitis, president of Martin Marietta Data Systems, goes along with this assessment. "Hoskyns is very well managed. As a result of their performance we leave them alone."

Not all marriages, of course, are successful. In 1981, Evans and Sutherland, an \$80m-turnover company in Salt Lake City specialising in electronic graphics, paid \$2.5m for Shape Data, a promising UK company in computer-aided design (CAD).

The US concern was slow, however, in assimilating the Cambridge-based Shape Data into its management hierarchy, leading to three years of uncertainty during which the UK concern's four founders were unsure of their role. When the management reshuffle finally came in 1984, it left three of the founders—Charles Lang, Ian Braid and Alan Gray—dissatisfied and they all departed at the end of last year to form a new company, Three-Space. The fourth founder, Peter Veeaman, has stayed as managing director of Shape Data, which has grown from a 13-strong organisation five years ago to employ 65 people.

It has, however, been an amicable divorce, with Evans and Sutherland even paying some alimony in the form of taking a 10 per cent stake in Three-Space. The separated trio is also doing some of its work on behalf of Shape Data.

According to Gary Meredith, a vice president at Evans and Sutherland who is responsible for Shape Data, "the difficulties were to do with the two companies' different styles of management." He says the Cambridge company was research-oriented whereas Evans and Sutherland wanted it to be more geared to products.

Striking the right balance between the easy-going style of a small company and the more formal methods of a large one can be troublesome. In October 1984, Bell Canada, an Ottawa-based telecommunications giant, paid about \$2m for General Computer Systems, a UK computer-maintenance company in Feltham, near London. The

company, now called Bell Technical Services (BTS), has a staff of 360 and expects this year a turnover of £15m.

It did not take long for the entrepreneurial approach of the small UK concern to clash with the more solid, corporate style of the Canadian company. Because of the differences, Bill Nickoll, managing director of BTS who had been with the Feltham concern for 16 years, left the company in April. He says there was underlying synergy between the two companies. "But our approaches were different. We would go into a market and iron out the bugs as we go along. They (Bell Canada) do things in a more scientific way." Nickoll also found "bureaucracy" some of the parent's accounting rules and its continual desire for information on BTS's finances.

For the entrepreneurs who start small companies, selling out to a large concern can bring both relief and disappointment. Ed Hoskins is an architect who in 1980 started Applied Research of Cambridge (ARC), a CAD company which last year was bought by McDonnell Douglas Information Systems for \$12m. Hoskins, ARC's then chairman, was offered a job in the US with McDonnell Douglas but preferred to take the cash from the purchase and "retire" to the south of France.

"I have a feeling of relief from the daily anxiety of not knowing if we would survive. Even though we were profitable and doing rather well, the company was on a very unstable footing." What does Hoskins miss? "Most of all the people (at ARC). A lot of them I regard as mates."

Similarly mixed feelings applied to Graham Wylie, managing director and founder of Milton Keynes-based Immediate Business Systems (IBS), when his company was sold last year to Neptune, a US concern which is part of the \$12bn-turnover Allied Signal group. IBS had struggled along for three years to develop a portable computer for logging data from gas and electricity meters or for use by traffic wardens. Though the product, appeared promising enough for Wylie to raise £7.5m from the City to finance the development, selling and supporting the devices overseas proved a continual problem. Wylie says of the Atlanta-



Geoff Unwin: US parent "tries to adopt some of our methods"

based Neptune "they are very professional and worldly wise and enthusiastic for the company to succeed." Most important, the acquisition has given IBS a much stronger presence in the US, which is where the biggest demand for its products is expected.

Roger Bidgood, managing director of Luton-based Remek, an automation specialist, is positively useful when he looks back. "An ex-lecturer at Cranfield Institute of Technology, Bidgood set up Remek in 1970 and for a time the future looked bright. Moves into robotics and vision systems did not work out, however, and after a spell in the hands of the receiver, Remek was bought in 1983 by VS Engineering, a British engineering concern."

Earlier this year, after VS was itself bought by Asea, the Swedish automation company, Bidgood found himself reporting to yet another series of bosses. With 45 employees and sales of about £2m, Remek will continue to trade under its own name. But Bidgood says he will always regret "not making it on my own."

According to Jim Wright, chairman of JK Lasers of Rugby, a company which he started in 1972, worrying about ownership of businesses can divert entrepreneurs from what he says is the real task—the need to compete. Wright was

perfectly content four years ago to sell his company for about £511m to a much larger concern, Toronto-based Lumonics, the world's third biggest laser business after Spectra and Coherent, both of the US.

Although debate about US takeovers of UK companies has caused controversy in recent months—in the cases of Westland and General Motors' bid for Austin Rover—the smaller, high-tech British firms which have become part of US groups seem to have done rather well. Moreover, many of them are not simply US offshoots but have their own R and D facilities.

An important issue, however, which this debate has largely ignored, is why relatively few big UK companies in the high-technology sector expand by acquiring smaller British concerns. It could be argued that, in the case of building up UK expertise in the management of science-based enterprises, more larger British concerns should be persuaded that this is a route worth pursuing. According to Richard Onians, chief executive of Baring Brothers Hambrecht and Quist, a London venture-capital company, many big UK concerns "are not playful enough. They take themselves too seriously and fail to realise that acquiring smaller concerns can be a good way to grow."

Previous articles in this series appeared on June 9, 11 and 13.

How a better layout counts

Nick Garnett on ways to improve productivity

IN THE debate over the extent to which working practices have really changed for the better on British manufacturing shopfloors, has the potential impact on productivity of improved hardware been forgotten?

A report by the London School of Economics on the experience of West German and Japanese subsidiaries in the UK indicates that it would be a mistake to underestimate the effects of what people make and how.

One of its main conclusions is that where a British owned plant has been taken over by a German or Japanese company the biggest productivity improvement is derived from adopting a foreign-designed product which is easy to manufacture.

Managers of West German and Japanese subsidiaries in Britain pointed to technically advanced production equipment and well-planned factory layouts as the second most important factor linked to the motivation staff are given to seek continuous improvements in production methods.

Only after that came the kind of factors on which so much critical attention has been focused in British factories—flexible labour, tight manning, good labour relations, and staff selection.

Prepared by the college's industrial relations department under Professor Keith Thurley, the report stresses that its findings, based on a series of factory visits and detailed interviews, cannot be conclusive.

The sample was very small—seven Japanese and nine German-owned companies, manufacturing mainly for the British market products designed by the parent and on machinery specified by it. Employees in these companies averaged 255.

Most of the companies were in forms of electronic assembly, using female labour, which might mean that the findings are not applicable to heavier engineering.

Almost two-thirds of the German companies initially approached and almost a half of Japanese companies declined to take part.

Unwillingness to discuss performance might reflect dis-

satisfaction with that performance but the report says the most common reason for refusing to participate was pressure of work.

Productivity in the subsidiaries was hardly ever less than 75 per cent of the German or Japanese parent, says the report and in some cases, according to plant managers, equalled the German level. Productivity was measured as the time taken to perform a given task as a proportion of standard hours for that task, or turnover per employee. Where the products made were identical in the British and foreign factories, standard hours were the same.

Most of the managers in the subsidiaries said their British workforces could produce similar output to the parents' factories in the home countries provided they had the same equipment, management and motivation.

However, British managers were the subject of some criticism particularly over what their non-British counterparts saw as a lack of commitment. The performance of administrative and sales staff was sometimes considered less satisfactory in the British-based operations than that of production workers.

Some of the negative factors about working in Britain that most frequently emerged included suspect quality of outside-supplied components and the extra time foreign managers believed was necessary to motivate British workers.

Within the complaints about the industriousness and dedication of some British managers, the weakest level of responsibility was considered to be the foreman or supervisor who frequently lacked any managerial talents.

This could well add weight to the increasing tide of criticism about the lack of in-house training offered by many British companies to workers moving into supervisory positions and the way the less academically able but perhaps technically minded pupils are poorly catered for in schools.

*The experience of German and Japanese subsidiaries in Britain. London School of Economics and Political Science, Houghton Street, London, WC2A 2AE.

"HAVE YOU GOT THE ENERGY TO IMPROVE YOUR BUSINESS?"



Using gas as a fuel can actually sharpen your competitive edge. Because clean, efficient gas is the high quality fuel, which gives you a more reliable production process. Often a better end product altogether. It's also economical to use, producing significant savings in manufacturing costs.

All this will help increase productivity, lower unit costs and therefore make your business more profitable. But that's not the end of the story. With the advances made by modern tech-

nology in the past few years gas is more versatile and efficient than ever. And there are plentiful supplies available.

Investment in new gas equipment can pay for itself in no time at all.

To find out how gas can work for your business, fill in the coupon and post it today, or telephone Peter Cleall, on 01-242 0789.

It's not much effort, and it could give you the energy you're looking for.

TO: BRITISH GAS, INDUSTRIAL SALES DEPT., ROOM 727, 326 HIGH HOLBORN, LONDON WC1V 7PL. Please send me more information on how British Gas can help businesses such as mine. ☐ I would like a Sales Engineer to telephone me to arrange an appointment. ☐

NAME: _____ TITLE: _____ FT 1616
COMPANY NAME: _____
COMPANY ADDRESS: _____
TEL NO: _____ NATURE OF BUSINESS: _____

GAS FUELS PROFITS

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 3DF
Telegrams: Finantime, London PS4, Telex: 8954871
Telephone: 01-248 8000

Monday June 16 1986

The Tories and South Africa

THE DEBATE in the Commons tomorrow will be only another preliminary shot in determining future British policy towards South Africa. No fundamental decisions need to be taken, at least for a few more weeks. But the debate should be an important occasion, none the less. MPs will get a smack of what the Government intends to do about the mounting pressure for further economic sanctions. At the same time, they will be able to put their own views in an attempt to shape government policy.

That goes, in particular, for Conservative MPs. The views of the opposition parties are already well enough known. The Labour Party, the Liberals and the Social Democrats are all broadly in favour of stepping up sanctions. Many friendly foreign governments are on their side.

Still, it is Mrs Thatcher, her Cabinet and the Conservative Party who will have to decide. Does the British Government oppose an extension of sanctions, will it go along with an extension reluctantly or will it take the lead in seeking to determine international policy?

Bilateral affair

Since the general election of 1983 the Conservatives have had an overwhelming majority in the Commons. This has led to some successful attempts to block the Rhodesia Bill two months ago. The excess of Tory backbenchers has not had enough to do and has rarely been obliged to face up to a major international question where Britain at least has influence and power. In Rhodesia, years ago, was not comparable. It was largely a bilateral matter in the end days of the old colonialism. The Conservatives did themselves no good when they split three ways in opposition.

In the end Rhodesia became Zimbabwe when the Tories were back in power. Mrs Thatcher's initial instincts were to oppose the settlement, but she can scarcely regret that a transfer of power finally took place.

The recapture of the Falkland Islands was also largely a bilateral affair. Between Britain and Argentina, there should be remembered that the British expedition would never have succeeded without international support, especially from the US.

Nothing that the present

British Government has had to deal with has been on the scale of South Africa in terms of the international dimensions. All the great powers have an interest in the outcome, as well as the African countries, the United Nations and, most of all, the people of South Africa, black, white and coloured.

It would be the greatest irresponsibility if the debate were conducted in the Conservative Party along the lines of "for or against sanctions." The questions are becoming: what sanctions, for what purpose and how should they be conducted?

Unique position

Two sets of facts need to be considered. The first is that President Botha promised radical change in South Africa some 12 months ago and has never quite delivered. In the past few weeks of the debate, he seemed again to be going backwards. The Eminent Persons' Group, set up by the Commonwealth group of seven leading industrial democracies, and which includes Lord Barber, the former Tory Chancellor who is a conservative through and through, has concluded that without further external pressure, change is unlikely to be achieved.

The second is that the British Government is not wholly impotent. Indeed this is one of the few combinations of circumstances where most of the remaining elements of British power could fall into place. Britain is a leading member of the Commonwealth. It is a member of the European Community and about to take over the Presidency. It has a close relationship with the US and can talk to Japan through the G7. It has a long history of industrial democracies. Perhaps, above all, it is a permanent member of the United Nations Security Council.

Some of these groups overlap. Britain alone is a member of all of them. No country could therefore be better situated in seeking to take the lead in co-ordinating an international policy towards South Africa. The question before Mrs Thatcher, the Cabinet and the Conservative Party is whether they will realise their own potential or whether they will be dragged into sanctions, kicking, screaming and quarrelling amongst themselves. Backbench MPs should realise tomorrow that they are no longer debating parish politics.

Ways to improve the workforce

FIVE YEAR economic forecasts are often wildly inaccurate. The Institute of Manpower Studies' analysis of UK employment trends up to the year 1990 should, therefore, be taken with several large pinches of salt. Its main conclusions — a further small fall in employment and a further big shift from jobs in manufacturing to jobs in services — seem highly plausible today mainly because they are extrapolations of what has already happened. Extrapolations of the past, however, are often poor guides to the future.

A similar large-scale survey in, say, 1978, when a modest economic recovery under the then Labour Government was in full swing, would never have predicted a tripling of total unemployment by 1983.

This said, however, the institute's survey remains the best available guide to likely sectoral shifts in employment. It divides the economy into 10 sectors and foresees growth of jobs in only two of them: distribution, financial and business services, and leisure and other miscellaneous services. Further job contraction is predicted in energy, manufacturing and construction, with the heaviest job losses in light and heavy engineering.

In occupational terms, these shifts will result in an increased demand for managers, multi-skilled craftsmen, engineers and scientists, and professionals of all types. By 1990, there will be more jobs in small companies, more jobs for women, more part-time jobs and, overall, a younger workforce. Throughout the economy, people's chances of employment will depend increasingly on their accumulated "human capital" — their level of education, training and skills. The unskilled, especially manual workers, face a very bleak future.

Bleak picture

What can the Government do, in the light of these forecasts, to maximise employment prospects? There are two obvious priorities: policies to improve mobility (both geographical and occupational) and to improve the overall level of training and skills. Recent research published by the National Institute of Economic and Social Research underlines the urgency of action on these fronts because it shows that both

mobility and training have been in secular decline. Between 1971 and 1983, for example, mobility between different occupations declined by a quarter. There are now about 6m job changes a year compared with 10m in the 1970s.

In recent years, the labour market seems to have become more rigid, partly because of the rise of unemployment, fewer people are willing to risk a change of any sort. The picture on training is equally bleak in spite of initiatives such as the Youth Training Scheme. In 1987, more than 54 per cent of employees in manufacturing received training; by 1992 the proportion was down to 32 per cent; by 1995, despite the YTS, it was down to just over 2 per cent. Moreover, many industrialists argue that the general training provided by YTS, especially in the first year, is still a poor substitute for the skill-specific training provided on a more rigorous basis in competitor countries such as Japan, West Germany and France.

Better educated

Pension reforms and YTS demonstrate that the Government is concerned about, and has taken action to improve, both mobility and training. The message from the institute's forecast is that these efforts should be greatly increased. International comparisons imply, for example, that vocational studies in schools should be expanded by a factor of about 10.

The continuing shift towards knowledge-intensive industries and services, however, suggests that merely boosting vocational training for the young may not be enough. General education levels throughout the economy need to be raised. Expanded opportunities for adult education and retraining are also urgently needed in view of the rapidly shifting composition of output. One canvassed possibility would be to give every adult an entitlement to one month's training or further education for each year of full-time employment. A more mobile, better educated and trained workforce would greatly benefit the economy regardless of the accuracy of the particular sectoral shifts predicted in the institute's forecast.

Paper feels the global squeeze

True international competition in paper making is bound to bring casualties, argues Tony Jackson. The question is where?

THE WORLD'S paper makers are coming to grips with a new phenomenon. US producers are finding their customers buying from Europe; European producers are finding themselves for a US export push; and around the edges proliferate several new producers, from South Africa to Brazil, who are unerringly competitive on cost.

Paper is increasingly becoming a "true" international industry. Pressure of competition has caused a wave of mergers and restructuring on both sides of the Atlantic, with 15 per cent of the US industry's assets changing hands in the past two years. As in other smelting industries like steel and shipbuilding, the advent of true international competition is bound to bring casualties. The question is where.

US producers are in no doubt about who ought to suffer. Mr Tony Gammie, head of the US Newsprint Producer Bowater Group, says: "We look in amazement at what goes on in Europe, and then we get cross. When European governments go to get fed up with propping up paper companies? The only example of pure economics working in Europe has been Britain, and that's only because neither political party would pour water down the catheter."

Considering that UK paper capacity has fallen by over 12 per cent in the past seven years, other EEC countries might well chafe from such robust action. But success in bulk paper making is above all a matter of low cost production, and on that score much of the European industry has inherent disadvantages.

Low costs in paper making depend on two things — technology and cheap raw materials. Parts of the European industry have failed to invest in new machinery and techniques. In addition, northern Europe's cool climate means that trees grow much more slowly than in countries like Brazil, and wood is correspondingly expensive.

In both the EEC and Scandinavia, though, the industry is still enjoying its newfound access to the US market. European exports to the US are running at around 200,000 tonnes a year, according to Mr David Clark of the Paris-based European Paper Institute. "That is compared with a maximum of 50,000 tonnes up to 1983," he says.

Most of the European exports are of what is known in the trade as coated mechanical paper — the grades used for magazines and catalogues. The sharp jump in US demand in 1984, caused by increased advertising in the Reagan boom, was accompanied by an abnormally strong dollar and European exporters had a field day.

The effect was felt in European markets too. "1984 was an export-led boom for everything in Europe to the US — cars, wine, you name it," Mr Clark says. "That led to an advertising boom in Europe as

well — and advertising accounts for 90 per cent of coated paper." US producers say they are not concerned about European inroads into their home market. "Penetration was brought about by the dollar, like in a lot of other industries," says Mr Gammie. "With the dollar weaker, a lot of fringe players will get out, and a hard core will stay. I don't see the British, the French or the Germans being other than spot players — the economics just don't add up."

Swedish and Finnish producers could be another matter. "The Scandinavians will hang in, because they must — they've got to live off the foreign trade. But I don't think they'll get terribly big. For a Swedish newsprint producer these days, Hamburg is a hell of a lot more attractive as a destination than Miami — 15 months ago it was the reverse, despite the fact that it costs between \$60 and \$70 a tonne just to ship newsprint here."

Ms Norma Pace, chief economist with the American Paper Institute (API) — the US industry trade association — says some US customers have already switched back from overseas supplies. "In early 1984 US mills were running at capacity, so customers were looking to their inventories. It wasn't even that our mills couldn't supply consumption — it was just bodge buying. Now that there's plenty of supply around, imports are receding."

But she too has to concede that things have changed. "There have also been imports from developing countries — printing and writing grades from Brazil and Mexico, and linerboard (the base material for cardboard boxes) from South Africa. That is not a thing we had seen before, and it does indicate that when these countries are in trouble they'll look to our market. And in general, some customers may find qualities and services around that weren't there before, so there will probably be a market."

But, Norma Pace makes clear, the API wants its members to fight back. "The only international part of our industry historically has been the linerboard and market pulp for export, and newsprint, which we import from Canada. But with our cost base and our economies of scale, our companies are beginning to feel that they should have a bigger overseas commitment in, for example, printing and writing, grade paper. Home consumption in that market has grown so rapidly that we never used to think about external markets, but now the question is whether the US provides the growth targets that are felt appropriate."

"Producers these days are thinking about committing 10 to 15 per cent of a mill to foreign markets. We tell our companies that it has to be a

commitment, not just a matter of taking up the slack. But if we can produce a competitive product at competitive prices I don't see why other markets shouldn't buy it — after all, we in the US did, even though we hadn't expected to."

From the US viewpoint, the long-term logic is clear. The industry in the EEC has to shrink, in bulk grades at least, while Scandinavia moves further up-market, away from the supply of basic pulp into paper grades with high added value. The gap in bulk production will be made up by emerging producers in less developed countries.

Mr Gammie ticks off the candidates. "Portugal hasn't enough water, and it has a limited supply of trees. South

Africa has the trees, though water's a problem. But South America has everything — labour, wood, water and power. The only constraints are the ability of governments to accept the necessary amount of foreign participation, and the cash flow that's needed to create the infrastructure."

Back in Europe, this kind of talk is greeted with some irritation, particularly in the EEC's most successful paper-producing country, Germany. Mr Oskar Haus, of the Verband Deutscher Papierfabriken (the German industry association) says: "I don't think Brazil and Portugal will go into integrated paper production and try to sell in European markets. You need a lot of market know-how and I don't think those countries will

have it in the next 20 years. I don't think US companies will see Europe as a permanent market either — their own market's too big."

For Mr Haus the threat is also a familiar one. "I remember very well how 20 years ago the Scandinavians were asking us they would produce the big mass grades. The German industry didn't follow that advice, and today we have a balanced range — very competitive on bulk grades, with smaller and more specialised mills as well."

In the UK, capacity for bulk grades has been cut back drastically, and much of the industry has retreated into the lower-volume, more specialised part of the market. But, Mr Haus says, the two cases are not comparable.

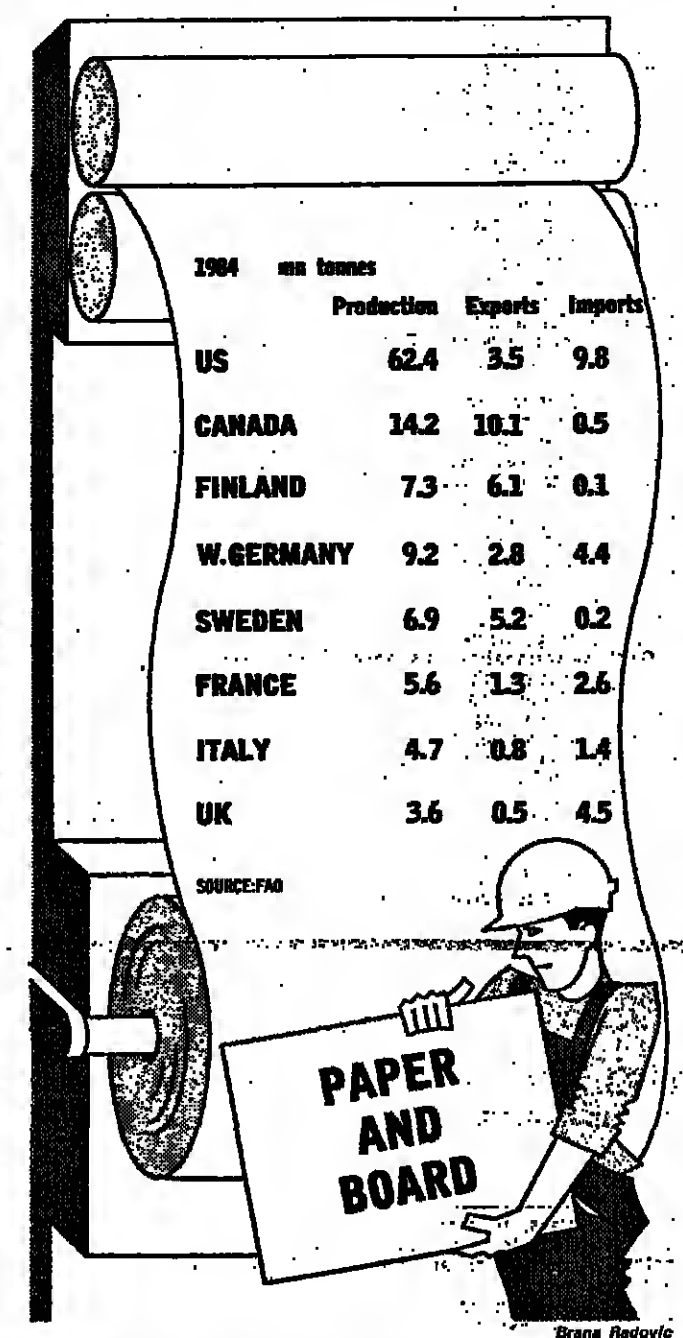
"German competitiveness in bulk grades isn't a miracle. In the UK and France, companies didn't invest in new machines for bulk grades, and if you don't do that every 10 years you're not competitive. Our companies haven't tried to squeeze the last bit of profit from existing machines; a lot of them are family-owned, and the families were prepared, sometimes over many years, not to make profits — it all went back into the machine."

The point is reinforced by Mr Hartwig Geginat, chairman of Feldmühle, one of Germany's most successful paper makers. "We started to restructure early, and we did a better job. For example, we got out of newsprint at the end of the 1950s, and went in two directions — added-value grades, and a switch in raw materials from pulp to waste and wood-containing papers. Germany is now Europe's strongest industry in wood — containing papers, whether coated or uncoated — and that includes Scandinavia."

That wood-containing sector covers precisely the coated magazine grades which such spectacular growth in 1984 — 20 per cent by volume, in the case of the European market. That growth has belatedly led to an outburst of expansion countries are deeply worrying for the industry.

"There is 1.8m tonnes of new European capacity going into that sector between now and 1990," says David Clark. "We reckon there will be only 700,000 tonnes of new demand. It's a good growth area, but this could drive operating rates below 70 per cent, which in this business is a catastrophe." Or, as Mr Gammie gloomily puts it on the other side of the Atlantic: "All those crazy Europeans, pushing in all these damned machines."

To an extent, this is not only normal in the industry, it is also inevitable. As Mr Clark says: "The boom years were 1974, before the 1975 crash, then 1979 before the had recession. The Europeans are going to have to specialise."



Robinson takes over at IFS

The appointment of Bill Robinson as director of the Institute for Fiscal Studies is as unlikely to please Arthur Searles, leader of many of Britain's miners, as was the conferring of a knighthood on Ian MacGregor.

Robinson's views on the coal industry are distinctly hawkish. He regards the industry as both as inevitable and as the only long-term saviour of the business. MacGregor, he implies, has merely been pussy-footing around.

Robinson's muscular research into the prospects for coal may in fact have tipped the balance in his favour with the IFS. A long-standing dollar and pound, with a forecasting bent, he needed a nitty-gritty piece of analysis to present to the ardent microtens of the institute.

He very much admires John Kay, his predecessor as director. Kay, he says, is a tremendous innovator. But you need a different team to stay in the first division to the one with which you won promotion. "I aim to keep the IFS at the top. Oddly, although he boasts of an A-level in economics and took PPE at Oxford, Robinson's

doctorate is in philosophy. He is like Peter Jay, he says, in having switched successfully to economics in mid-stream. He spent some time at Sussex University "when it was trendy," before moving first to the Treasury and then to the European Commission. It was as a functionary in Brussels that he first took up serious forecasting, specialising in currency matters. He developed his theme at the London Business School, where he has been a prominent guru since 1980.

Music is a subsidiary passion. On the BBC's Panorama once, he could be observed solemnly playing the bassoon while a voice-over informed us of his equally resonant views on coal.

Bob Worcester, chairman of MORI, was at the weekend collating the results of a poll of his own strong staff about their attitudes towards their work and the company.

"We've done hundreds of such employee attitude surveys for other companies," he says, "and I thought we had now reached the size where a similar exercise might be useful for ourselves."

The first thing to report is that 86 per cent of the MORI staff filled in the questionnaire — much better than the usual 70-75 per cent, though I'm a bit disappointed it wasn't 100 per cent," says Worcester.

Half the staff thought they had too much work to do. Only one said he/she could do more. "It wasn't me," Worcester admits, breaking his own anonymity rules. "I'd like to know who it was."

There were a few suggestions that the company could be more efficient, and better organised.

Men and Matters

But most thought the organisation was hard-working and successful. And — heartening this for an organisation that relies on public faith in its accuracy — those polled said they believed all that MORI told them.

The introduction of unfamiliar Japanese dishes alongside such British staples as fish and chips or steak and kidney pudding has caused much light-hearted bemusement among the locals. But the native diet, in turn, has puzzled many a visiting Japanese manager. One was recently seen leading his plate with rice and barbecue chicken. He then proceeded to the sweets counter and asked for a dollop of custard to be ladled over it.

The serving staff politely told him that was not the use for which the custard was intended. When the Japanese visitor persisted, the chef was called.

A sweet item should not be mixed with a savoury, the chef explained. So why, asked the Japanese manager, did the canteen serve a peach slice with pork and a ring of pineapple with the gammon?

Stumped by such logic, the chef resignedly poured the custard over the chicken and rice.

New lines

Visitors to the Nissan plant in can also report, have been puzzled by the appearance of red and white lines in the aisles between the production tracks. Some new Japanese production technique? Not demarcation signs, surely?

"They are badminton courts," one of the managers tells me. "The lads like a game after work."

verse board, says: "It used to sell 300,000 copies. It's down now to about 100,000. I think the half million figure Clive is talking about is very attainable. We want to 'sell more' to Catholics but we also want a broader reader profile, a paper which will have a Catholic approach but report more than just Catholic news."

A tale of cultural and culinary shock comes to me from the Nissan car assembly plant near Sunderland, in north-east England.

The introduction of unfamiliar Japanese dishes alongside such British staples as fish and chips or steak and kidney pudding has caused much light-hearted bemusement among the locals. But the native diet, in turn, has puzzled many a visiting Japanese manager. One was recently seen leading his plate with rice and barbecue chicken. He then proceeded to the sweets counter and asked for a dollop of custard to be ladled over it.

The serving staff politely told him that was not the use for which the custard was intended. When the Japanese visitor persisted, the chef was called.

A sweet item should not be mixed with a savoury, the chef explained. So why, asked the Japanese manager, did the canteen serve a peach slice with pork and a ring of pineapple with the gammon?

Different tastes

Stumped by such logic, the chef resignedly poured the custard over the chicken and rice.

They are badminton courts," one of the managers tells me. "The lads like a game after work."

THE 3rd MARKET

Media comment and public interest in the Over-the-Counter Markets, its companies and market makers grow daily.

Exel, to satisfy the increasing demand for information on companies in this developing market, announces in addition to its range of widely used handbooks, The Exel Over-the-Counter Handbook will be published annually and contains, in an easy to read format, important facts and figures on companies traded in these markets. Extracted from the comprehensive and timely information contained in the Exel Over-the-Counter Card Service, the first issue of the Handbook provides data on O.T.C. Companies up to the end of April 1986.

For an easy reference, all companies are listed in alphabetical order and information appears in five sections covering:

- ★ Top Ten Rankings
- ★ Company Financial Data
- ★ Chairman/Managing Directors/Company Addresses
- ★ Market Makers
- ★ Company Registrars

To subscribe to the Over-the-Counter Handbook, complete the coupon below and post it, with a cheque for \$15.00, to our FREEPOST ADDRESS.

Exel
Statistical
Services
Limited

37-45 Paul Street,
London EC2A 4PB.
Telephone: 01-253 3400.
Fax: 01-253 1629.
Telex: 252687 (STATS G)
Exel is the registered trademark of The Exchange.
Telephone Company Limited in the UK.

To: EXTEL STATISTICAL SERVICES LTD, FREEPOST, LONDON EC2A 2DL

- ☐ Please arrange an annual subscription to the O.T.C. Handbook at \$15.00 p.a.
- ☐ Please send me details of the O.T.C. Card Services
- ☐ Please send me details of all services

Name _____ Position _____

Organisation _____

Address _____

Telephone _____

Registered in London No. 1389564

Registered Office: Exel House, East Harding Street, London EC4A 4PB.

Observer

HIAB
The best selling
Lorry Loaders
in the world
Tel: 01-965 6568
George Colson Machinery Ltd., 25 Easton Rd., London E10 9JH

FINANCIAL TIMES

Monday June 16 1986

OVERSEAS MOVING BY MICHAEL GERSON
01-446 1300

Terry Byland on Wall Street Uncertainty rules the day

A STOCK MARKET still apparently lacking direction and, sometimes, simple rationality, offers ample opportunities for the bold, or, some would say, the foolhardy.

At the beginning of the week, when the employment data seemed to indicate a sluggish economy, Wall Street dropped. Quite right, except that on Friday, when the industrial production numbers appeared to be saying exactly the same thing, Wall Street soared.

Turnover was restrained in both sessions, and the bond and stock index futures were driving equity trading programmes.

The uncertainty over the pace of the US economy lies at the heart of the stock-market dilemma because it overrules all other arguments about the outlook for interest rates and for the policies of the Federal Reserve, and of course corporate profits.

Few Wall Street analysts are prepared to take an outright bearish stance on the economy and therefore on the stock market. The balance of opinion is that the economy, and the market, are pausing before resuming the advance.

For those taking that cyclical view, the food and retail sectors have been attractive recently. But those stocks are particularly vulnerable to rising unemployment and have come under a cloud since the disclosure that unemployment increased in May to 7.3 per cent.

Company	Price	Yield
Enron	41 1/2	6.1
Transco Energy	48 1/2	12.1
Wm. Edwards	43 1/2	5.7
S-P 500	245.21	3.36

The mainline industrial stocks, which might be expected to lead the way forward again when the direction of the economy becomes more clear, still look vulnerable to a market shakeout, especially one sparked off in the stock index futures.

But energy stocks, despite the uncertainty in crude oil futures, have begun to attract interest. It is a little too early for bargain hunting among the major oil stocks - although they might quickly respond to a recovery in crude prices.

It is the natural gas issues that have begun to move into focus and to attract the takeover speculators, which are always the first sign of spring for stock prices.

Natural gas prices have steadied in the past month and appear likely to ride out the summer months. As in the case of oil, the search for count has fallen dramatically and now stands at a post-war low. Unlike oil, however, a sudden recovery in demand could not be quickly supplied from outside the US. Even a harsh 1986-87 winter would mean a quick rise in demand.

Takeover speculation lay behind the upswing in May and is likely to continue spurring many stocks ahead. Enron, formerly Intermor, went ahead strongly in May and is now repeating the performance in the current month. The gain in the shares, which is believed to reflect demand from leading US and foreign institutions, is a pointer for the rest of the sector.

Enron's earnings, it is generally accepted, might be down this year so those leading buyers must have confidence in the restructuring put into effect since the 1985 merger with Houston Natural Gas. For the short term, Enron's planned recapitalisation from the pension fund might add \$40m to this year's net profits.

Transco Energy attracts both permanent investors and takeover hopefuls because of its high yield. The yield includes the payout in units of TXP (Transco Exploration Partners).

After Friday's extraordinary rise in the stock market, crystal balls may become standard issue for Wall Street analysts. But the last peak in Wall Street was swiftly followed by the biggest one-day fall since this widely quoted market index was invented.

Standard Oil issue will be linked to spot price

BY WILLIAM HALL IN NEW YORK

STANDARD OIL, British Petroleum's majority-owned US subsidiary, is raising \$250m by issuing a new type of security to enable investors to benefit from future rises in the price of oil.

It is believed to be the first time a leading oil company has issued debt securities linked to the price of oil, and is the first sign of the financial innovations that Standard Oil's senior management team is planning to introduce to strengthen the group's balance sheet during a period of considerable volatility in world oil prices.

The company plans to issue 31,250 oil index units, consisting of \$250m face-amount of debentures due in 2001, \$31.25m of detachable oil index notes due in 1990 and \$31.25m of detachable oil index notes due in 1992.

Mr John Browne, the former group treasurer of BP, who took over as Standard Oil's chief financial officer in April, says that, as part of each unit, the oil index note will earn contingent interest pegged to increases in the spot price for West Texas Intermediate, the benchmark US crude oil price.

Mr Browne said: "The notes allow holders to benefit from oil price volatility, or to diversify their own

exposure to energy costs while enjoying a guaranteed return of principle at maturity. Standard Oil is issuing the securities as a means of hedging a portion of its crude oil production while lowering its cost of borrowing.

The issue, which is expected to be priced over the next few days, should reduce Standard Oil's borrowing costs by about 2 percentage points, from the estimated 8.7 per cent cost of traditional financing, for Standard Oil.

Mr Browne said the debentures and notes would appeal to two very different sorts of investors and were expected to trade separately.

The debentures are aimed at more traditional investors who like to buy paper issued at discount and the oil index notes are aimed at investors who might be linked to big oil users such as airlines, shipping companies and utilities. For companies such as those, the notes provide some insulation against the negative effects of the rise in oil prices on their business.

Although the issue has not yet been priced, it is understood that if the price of oil were to recover from its current level of about \$13 a barrel to about \$30 a barrel, during the life of the security an investor could

expect to earn the same sort of return as on a similar maturity corporate note. However, if the price of oil were to rise to \$40 a barrel, an investor would earn a considerably higher return on the paper.

The debentures will be issued at a discount of about 75 per cent. Interest on the oil index notes will be paid only upon maturity or redemption and will be based on the excess, if any, of the spot price of West Texas Intermediate (up to a maximum of \$40 a barrel) above \$25 a barrel multiplied by a certain number of barrels which will be determined separately.

First Boston and Lazard Freres and Co will manage the issue and the notes and debentures will be listed on the New York Stock Exchange. The money will be used for general corporate purposes and Standard Oil says it will earmark between 10m and 15m barrels of oil to cover the notes.

While the oil index notes are relatively small items in Standard Oil's total borrowings, Mr Browne said that if the issue was a success he expected that Standard Oil would issue further units of similar securities.

International capital markets, Page 21

GM expected to cut UK jobs after failure of truck talks

BY PETER RIDDELL AND KENNETH GOODING IN LONDON

GENERAL MOTORS OF THE US is close to announcing a redundancy programme for its Bedford commercial-vehicle subsidiary in Britain.

That follows the collapse last March of talks between the UK Government and GM, which wanted to buy state-owned BL's Land Rover-Leyland commercial-vehicle division and merge it with Bedford.

The negotiations founded after 18 months when the Government found it impossible to work out a formula to satisfy its backbench MPs by keeping Land Rover in British hands. BL ultimately decided to keep the Land Rover business, possibly to return it to the private sector by way of a stock-exchange flotation in two or three years' time.

GM, the world's largest automotive group, was expected eventually to return for further talks about Leyland Trucks alone, once the beat had gone out of the situation.

Instead, GM appears to be seeking its own solution for Bedford, which has facilities in Luton and Dunstable, north of London.

In 1984 Bedford suffered a net

loss of £2.4m (\$95m) and an even greater one last year.

Uncertainty over Bedford's future and a rapidly ageing range of trucks have had an adverse impact in the UK market, and last year Bedford was overtaken by Daimler-Benz, the Mercedes group of West Germany, and pushed into fourth place among the heavy truck producers.

The Bedford workforce has already been cut from 8,700 in 1983 to 6,900. Now British MPs are hatching themselves for the imminent announcement of a further substantial reduction.

GM is likely to soften the blow as much as possible by offering generous redundancy terms.

The US group seems to have run out of potential partners for Bedford. Talks with Enasa, the state-owned Pegaso truck and bus group of Spain, and MAN of West Germany fell through before the discussions with Land Rover-Leyland were aborted.

It is believed that GM subsequently approached the French Government about a deal with state-owned Renault's truck divi-

sion but the talks did not get very far.

Mr Eric Fountain, director of public affairs for GM's Vauxhall and Bedford subsidiaries, said at the weekend that various strategies for Bedford were being considered but no decisions have been made yet.

He admitted that the severity of Bedford's difficulties after the potential merger with Leyland fell through might call for drastic action by GM. "But we will tell our own people first and there is no way I am going to speculate about what the eventual outcome might be," he said.

Mr Fountain said there had been no further contacts with the UK Government or BL after the collapse of the takeover talks.

Bedford's financial results for 1985 had recently been finalised, he said, and they would be published in the next week or so. Bedford's losses were "at least at the 1984 level".

The losses are partly due to an expensive transitional phase at Bedford during the past two and a half years in which the van operations at Luton have been rationalised at the cost of about £50m

Britons rise and shine to working breakfasts

By Anna Healy Fenton in London

FORGET the business lunch. The business breakfast is the new success symbol in London.

Like sneakers and Superman, it started in the US, and American business people seem to have boundless enthusiasm for meeting at dawn.

"The big into power breakfasts," booms Mr Bob Payton, a native of Chicago who owns the My Kinda Town chain of restaurants in London.

London business people are not so keen, but find it hard to refuse a breakfast appointment.

"Of course, they are just trying to impress people," says Mr Julian Payne, manager of The Ritz, where many breakfasters meet.

"It's the influence of the Americans. Their market rises early and finishes early, and ours rises late and finishes late."

Many British businessmen are unconvinced. Mr Anthony Alexander, a director of Hanson Trust, the diversified multinational group which is big on both sides of the Atlantic, is not enamoured of "this strange American habit".

He will meet people for breakfast, but prefers not to. If it is that important, the business can wait for dinner when there are no time constraints.

"With the Big Bang, all the City [of London] institutions are becoming more Americanised but breakfast meetings will never catch on with industry," he thinks.

Mr Payton disagrees. "Typically the guy you want to see is booked up three weeks ahead. Suggest breakfast tomorrow and if he is serious he'll meet you."

"It is the only way to stretch the day with work over breakfast. Sometimes I have two breakfast meetings in a morning, starting at 7.30," says the tireless Mr Payton.

Lord Hanson, chairman of Hanson Trust, the man who in some ways epitomises the successful British businessman, will conduct business at any hour of the day or night, according to his fellow Hanson director Mr John Pattison.

Mr Roland "Tiny" Rowland, chief executive of Lloyds, presided over one of the most famous breakfast meetings of recent years. He breakfasted at Claridge's, the London hotel, with Mr Robert Maxwell, now publisher of the UK national newspaper, the Daily Mirror, in 1984, to discuss the possible sale of The Observer newspaper.

The deal fell through, but Mr Rowland obviously grew to like the idea of breakfast at Claridge's. He was seen discussing business there at breakfast twice last week.

Guinness, the fast expanding brewing group, has not yet adopted the early-morning meeting.

Boon and eggs are still as popular as ever. No one is ever watching in the morning and the occasional breakfast never hurt anyone, says Mr Julian Payne, manager of The Ritz.

"Corporate waistlines are in good shape."

Ms Debbie Moore, chairman of Pinnepole, the dance studio group, is surprised that the British breakfast is so popular but admits to eating the full British Breakfast version when she holds meetings on her favourite breakfast venue, the train.

Discretion is assured at Claridge's and The Ritz, two of the most popular meeting places.

"They give me a wink and a nod and I know to seat them in the alcove or in the corner where they will not be overheard," says Mr Nobby Clark, breakfast head waiter at Claridge's.

Business and food have always gone together.

"It's the old adage about not doing business with someone until you see how they hold their knife and fork, and it still holds good," says Mr Payne.

The only difference is that now it happens at 7.30 in the morning instead of lunchtime.

EEC imports ban sought

Continued from Page 1

off against the EEC common commercial policy - and Ireland is planning to ban fruit and vegetable imports. Greece and Spain would also back sanctions.

The 12 Community members have already delivered clear messages of disapproval over the South African security measures, and ordered the co-ordinated closure of all their embassies today.

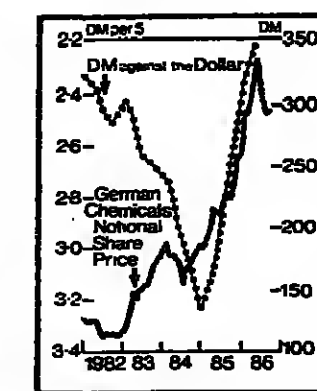
A senior Dutch diplomat delivered a renewed plea to the South African ambassador in The Hague on Friday for the release of political prisoners, including Mr Nelson Mandela, and the unbanning of the African National Congress, the organisation he used to lead.

THE LEX COLUMN

Chain reactions on the Rhine

For years, the West German stock market treated the three great national chemical companies as if they were still part of the old Farben trust share prices, dividends and reported earnings moved more or less in tandem. If Hoechst announced a rights issue, could Bayer or BASF be far behind? Bank managers recommended to their captive clients whichever share their Frankfurt colleagues were longest in.

Today, 42 months into the longest cyclical upturn in German chemicals since the Second World War, the Farben heirs are losing touch with one another. All backed in three years of a rising dollar and a relatively stable European Monetary System. All have been as skilful users of the West German capital markets as the banks themselves, and each raised around DM 1bn last year, topped up their interest cover and pension funds, kept the environmentalists just about at bay and provided ways to win from the sky falling in to not winning the World Cup. They now boast a percentage of equity to capital employed that is opulent by German standards. But investors are no longer being offered the same thing by each.



ny. Bayer has shown itself increasingly impatient of loss makers, whether camera plants in Munich or plastics in the US: the sale of the Metzeler rubber operations to Pirelli has effectively cleaned up the group. It is relatively under-exposed to the problems of US agriculture.

Shirt

Hoechst, for all its ability to lose its shirt in the US last year, has also lost its shirt in Germany. Hoechst's fibres business, but Badische, with all that unfashionable chlorine, ethylene, polyethylene and ammonia, is the dog of the demand cycle - wherever that may be with the collapse of oil prices.

Yet Badische could once again outdo its colleagues this year. The collapse in feedstock prices has not been much of a blessing at Ludwigshafen so far. Refinery stock losses wiped out historic-cost first-quarter earnings from the oil and gas business.

Further downstream, the appreciation of the D-Mark chewed away some of the margin provided by cheaper feedstocks while customers took the rest: any customer can watch the price of naphtha halve and exploit the overcapacity to bully suppliers. Badische has been forced by the lowering presence of Norsk Hydro to cut its fertiliser prices in Europe. What happens when customers return from Bali in August and find their stock cupboard bare is another matter. Badische could be making real money in the second half of the year.

Badische was left with its 19th-century businesses when the Farben trust was broken up and it shows not the smallest wish to drop its 19th-century integration. Thus it will cut its exploration budget for

oil and gas, and buy cheapish US production instead to maintain an iron depletion/reserves ratio; and it will go on churning out commodity chemicals so long as costs at Ludwigshafen are low enough to make its own production competitive - even against Saudi plants with their captive feedstocks.

All three companies are net losers from a stronger D-Mark, but the sheer size of Ludwigshafen puts Badische at a disadvantage. The disinflationary strain upwards on the D-Mark wipes out efficiencies in competition with the US producers and ICI. Badische's US spending spree thus makes a sort of eccentric sense: its exports from North America now exceed those from Ludwigshafen to the US.

It is hard to be very enthusiastic about these acquisitions when, say, Bayer has bought back much of its American trade mark in the US and could be back on the way to building up a consumer presence. German companies have never been very good at haggling for US assets (or, for that matter, at managing them) but Badische has paid through the nose with good German cash flow for inflated dollar assets.

The arguments sound more convincing in Germany than the US. Badische gains critical mass in fibres, a strong position in supplying paint to the US motor industry, entry (alongside Imperial Chemical Industries) to high-performance plastics for aerospace uses. The only mitigation is that Badische was profitable enough last year to write off the goodwill with German thoroughness: for all Badische's operational gearing to the demand cycle the sheer speed with which German chemistry depreciates its assets mitigates the financial leverage implied by the heavy debt structure.

Result

The result is that while the earnings momentum has vanished from Hoechst and Bayer this year, Badische has a reasonable chance of broadening its margins in the second half. While Bayer and Hoechst are successfully tailoring their sales to foreign money managers' tastes, Badische is also an increasingly stronger company than three years ago. Time must show whether the European state companies will go on cutting capacity. If Badische has every chance of calling the moves on a chess-board that is moving slowly towards endgame.

OECD urges swift reform on Portugal

BY PAUL BETTS IN PARIS

PORTUGAL must rapidly implement wide-ranging reforms in agriculture, industrial relations and public spending, and encourage domestic saving and foreign investment to make its entry into the Common Market a success.

That is the conclusion of the annual report on the Portuguese economy by the Organisation for Economic Co-operation and Development (OECD). The Paris agency says action must be taken swiftly to ensure that the advantages of EEC membership for Portugal outweigh the risks.

Portugal must strive to increase capital formation, improve and adapt professional training and make hiring and firing conditions more flexible, the OECD says. It gives a warning that foreign investors might be put off despite Portugal's lower absolute labour costs if they feel labour market conditions are not sufficiently flexible.

The OECD says EEC entry will gradually open new markets for Portugal, offer the benefits of Com-

munity financing, and may also help encourage foreign investment. But it will also open the domestic market and subject Portugal to competition from other EEC member countries with stronger economies.

The Paris agency recommends greater control of, and if possible, cuts in public spending. That would be best achieved by controlling civil service staffing expenditure. The OECD also recommends the public sector to shed to the private sector all those activities it can transfer under the Constitution.

It believes big cuts on spending will probably not be enough to reduce the public deficit and that Portugal will need to increase tax revenue. The best way to achieve that would be to broaden the tax base, according to the report. It adds that that could be done by bringing more income and goods into the tax base and clamping down on tax evasion.

Ceiling on interest rates, Page 3

Sales drop hits NZ farmers

By Andrew Gowers in London

FURTHER EVIDENCE of the depressed state of New Zealand's farming industry emerged at the weekend with news that the country's dairy farmers are to suffer a 44 per cent drop in their initial sales receipts this season.

The New Zealand Dairy Board - the farmer co-operative which markets Anchor butter among other products - said that dairy communities would lose about NZ\$ 600m (US\$330m) in purchasing power and "a large number of farmers will have difficulty meeting their financial commitments and most will be unable to employ either farm labour or contractors."

Mr Jim Graham, Board chairman, said: "This scenario is the blackest the dairy industry has faced since the depression of the 1930s."

Agricultural exports account for 60 per cent of New Zealand's overseas earnings, of which dairy products represent a significant proportion. But the country's dairy industry has been hit by declining exports to the key UK market as a result of Britain's accession to the EEC, and by depressed world prices and the high value of the New Zealand dollar.

This year farmers will receive an initial payout from the board of only 225c per kg of milk fat, a 44 per cent cut from last year.

"With the value of the New Zealand dollar sustained at an unrealistic level and international dairy prices depressed, New Zealand's largest and most internationally competitive export industry is in trouble," said Mr Graham.

New Zealand is mounting a big lobbying campaign to be allowed to continue butter exports to the UK in the face of a threatened French veto.

EEC crisis over tuna price collapse, Page 3

ANC warning on terrorism

Continued from Page 1

blanket ban on meetings to commemorate the rising.

Whites have been urged by black and religious leaders to demonstrate their own shared sense of sorrow for that tragic event. The Johannesburg Star newspaper printed a yellow flower which it suggested South Africans of all races should paste up in their home or car windows as a gesture of solidarity - only to be warned that such an act would be "subversive" under the emergency laws.

Meanwhile, the funeral will take place later this week in Johannesburg of Mr George DeAthe, the 34-year-old freelance cameraman who died on Saturday.

World Weather

Area	Temp	Wind	Area	Temp	Wind	Area	Temp	Wind	Area	Temp	Wind
Alaska	22-28	SE 10-20	W. Africa	26-30	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Algeria	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Australia	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Aden	22-28	SE 10-20	W. Europe	22-28	SE 10-20	W. Asia	22-28	SE 10-20	W. Europe	22-28	SE 10-20
Alaska											

FINANCIAL TIMES SURVEY

Spanish Banking and Finance

Spain has joined the EEC in fortuitously helpful circumstances. Oil prices have collapsed, and there is a general upturn in western economies. By advancing the general election four months, the Government hopes to benefit from the brighter mood.

Infected by optimism

By David White

THERE IS something to the adage about not crossing bridges before you get to them. When Spain signed its EEC treaty a year ago, it seemed that it would be joining in much less promising economic circumstances than those in which Britain joined in 1973.

British entry, of course, was followed immediately by the oil crisis, which meant that the circumstances were not so good after all. In Spain's case, the circumstances have turned out to be not so bad.

The collapse of oil prices and the general upturn in western economies have dispersed much of the gloom that still hangs over Spain at the time of its entry into the Common Market in January. The Socialist government of Mr Felipe Gonzalez, in bringing forward the general elections by four months to June 22, is out to take advantage of the brighter mood.

The overwhelming likelihood is that Spain will return another Socialist or Socialised government, without any major switches in the moderate economic policies that have marked the past four years.

The Socialist Party programme does aim at faster growth—an aim which is already being fulfilled, with the

rate now expected to rise to 3 per cent this year from 2.1 per cent in 1985—but a delicate balance has to be struck.

Spain is out of line with the rest of Europe in two main respects. One is the size of its unemployment: 22 per cent of the labour force. In response to which some Socialists would wish to see more of an all-out push for growth. The other is its inflation, which, despite a reduction to single figures since 1984, remains well above that of its main trading partners, some of which are close to zero rates.

The OECD recently cautioned the Spanish authorities to concentrate on keeping wage costs down and maintaining tighter discipline on government spending, in the hope of creating the conditions for higher employment later on, rather than going for maximum growth.

But the Spanish have definitely been infected by the germs of optimism now floating around Europe. In fact, a better outlook had already begun to take hold last year, despite the dire warnings of EEC disaster issued by some manufacturing sectors—proof of this being the boom on the stock market.

The initial impact of EEC entry has been less than was

feared. Worries about a spurt in inflation have not been fulfilled. The introduction of VAT added some extra points at the start of the year, but the cut in oil prices has since taken the wind out of the inflationary sails. The target of an 8 per cent rate (this year (the same as last) with a drop next year is now generally accepted as realistic. Spain, however, still lags behind the rest of the OECD area in bringing its price increases down.

The balance of payments current account, which swung out of the red two years ago, is expected to show a surplus of \$4bn-\$5bn this year, up from \$3bn in 1985.

Imports were artificially low at the beginning of the year, after a last-minute rush to bring goods in before the introduction of VAT. In the next couple of years, demand for imports can be expected to outstrip the growth of exports, and the current account will logically show a smaller surplus. But it is no longer a constraint on the economy.

The potential effect of this inflow of funds on the authorities' monetary control calculations has been offset by early repayment of foreign loans.

Total foreign debt had dropped from its 1984 peak of almost \$31bn to \$27.4bn at the end of the first quarter of this

year. The kingdom's only new borrowing this year is a \$500m Euroroute facility to repay an earlier loan, taking advantage of better terms.

Maintaining the principle of monetary targets, the authorities are aiming at a growth of between 9.5 and 12.5 per cent in the wider money supply this year. A slowdown in money supply growth since March has eased fears of a resurgence in interest rates, and the Bank of Spain hopes to keep rates on a downward path, following the inflation trend.

In contrast with the export-boom year of 1984, recent growth has come mainly from internal demands. Investment, which went down every year from 1975 to 1984, except in 1980, picked up again last year

with a 5.5 per cent increase. The Government expects a further 7 per cent rise this year. A growing proportion of this new investment appears to be going into building up productive capacity.

Since late last year, Spain's new expansion phase has started to bring an increase in the number of jobs. However, it is too late to meet the ambitious targets set by the Socialists in 1985, and not yet big enough to absorb all the new people coming on to the labour market. Unemployment, still on the rise, albeit more slowly, is now close to three million.

Still missing, from the authorities' point of view, is support from the country's financial apparatus for new ventures. But the extent to which

this support can be mobilised depends, more than anything, on the state's ability to reduce its own financial needs.

The state budget deficit, which the banking system blames for the high cost of credit, is a major preoccupation. Last year the deficit for the central administration slipped back up to almost 6 per cent of gross domestic product, the level it stood at when the Socialists came to power. The share of total resources absorbed by the state — weighed down by loss-making public enterprises — has been going up. The Spanish private banking association (AEB) calculates that the private sector's share of new finance dropped last year from 48 per cent to less than 41 per cent.

On the Government's success in this field hangs its leeway for reducing the so-called *coeficientes* — the system whereby the authorities steer a large part of banks' deposits into privileged sources of finance for the Treasury and other sectors. Currently these add up to almost half of any commercial bank's deposits, but they are due to come down progressively. Spain's banks see the reduction as imperative if they are to be able to compete on equal terms with other banks in the EEC.

Under the terms of Spain's Community membership, EEC banks will have full access to the Spanish market after seven years. Spanish banks, generally,

CONTENTS

Retail banks	2
Foreign banks	2
EEC entry	3
Merchant banks	4
Official banking sector	4
Spanish banks abroad	4
Savings banks	5
Automation	5
Export finance	6
Stock markets	6
Foreign investment	6

CONTINUED ON PAGE 3

WHICH SPANISH BANKING GROUP

- is one of the largest in Spain?
- has over 1700 branches and 9 Banks nationwide?
- has 45 offices worldwide?

Including 5 branches in the United Kingdom, 12 in France, 1 in Italy, 2 in the U.S.A. (New York Branch and Miami Agency), 1 in Grand Cayman. Representative offices in Portugal, Argentina, Brazil, Venezuela, Colombia, Mexico and Japan. Associated and affiliated Banks in Andorra, West Germany, Switzerland, Jersey and Panama.

* Member of the Federal Deposit Insurance Corporation.

- has an International Financial Services Group comprising Commercial and Merchant Banking, Capital Markets, Insurance, Pension Funds, Leasing, Investment Services and Finance Companies?



BANCO DE BILBAO

INTERNATIONAL HEADQUARTERS
Paseo de la Castellana, 41
28046 MADRID, SPAIN
Tel. 4556002; Telex 44438

LONDON PRINCIPAL BRANCH
100, Cannon Street, EC4N 6 EH
Tel. (01) 633 30 60
Telex: 881069

Twelve o'Clock.

Beginning on January 1, 1986, twelve nations will especially stand out in Europe. And that they are ready for all Europeans. The Banco Exterior de España Group has a wide network of Banks, Branches and Representative Offices covering practically all the countries belonging to the Community. And in Spain, the presence of Banco Exterior, leader in the field of international trade, and of its subsidiaries Banco Centabanco, Banco de Alicante and Banco Simón provide national coverage through more than 600 offices. Thus, an office of the Banco Exterior de España Group will always be near you to help you in any private, professional or business transaction between your country and ours. And, thanks to the financial resources, the professional know-how and the international experience of the Group, you will always have available all cooperation and assistance necessary to conduct your business transactions with Spain. The most European of all Spanish banks and the most Spanish of all European banks will respond on time to this new hour of Europe.



BELGIUM
BANCO EXTERIOR-BELGICA
FR. OF GERMANY
BANCO EXTERIOR-DEUTSCHLAND
FRANCE
BANCO EXTERIOR-FRANCE
ITALY
BANCO EXTERIOR DE ESPAÑA
Representative Office
NETHERLANDS
BANCO EXTERIOR-NEDERLAND
PORTUGAL
BANCO EXTERIOR DE ESPAÑA
Representative Office
SPAIN
BANCO EXTERIOR DE ESPAÑA
Head Office
UNITED KINGDOM
BANCO EXTERIOR-UK

B
BANCO EXTERIOR
DE ESPAÑA GROUP
BANCO EXTERIOR U.K.
60 London Wall
LONDON EC2P 2JB.

We also have offices in:

ARGENTINA/BAHRAIN/BRAZIL/CAYMAN ISLANDS/CHILE/CHINA/COLOMBIA/EGYPT/EQUATORIAL GUINEA/GUATEMALA/HONG-KONG/JAPAN/MEXICO/PANAMA/PERU/SINGAPORE/SWITZERLAND/URUGUAY/U.S.A./U.S.S.R./VENEZUELA.

Spanish Banking 2

Retail Banks

A moral tale about who was in charge

THE MOST talked about event in the retail banking sector last year had to do with the appointment of Mr Claudio Borda, an outsider, as chairman of Banco Hispano Americano.

The pattern of personalities hugging the headlines looks set for a repetition, with reshuffles at the top this year in Banesto and Banco Central. Watchers of the Big Seven Spanish banks had a growing hunch that something was happening, but nobody was quite certain what it was.

Mr Borda's sudden arrival to take the helm of Hispano Americano at the beginning of 1985 was well documented at the time. It was a moral tale about who was in charge and pulling the strings.

Hispano Americano was in trouble, for it was saddled with a messy acquisition of Banco

Urquijo, and because its chairman Mr Alejandro Albert, once held to be the young leading light of the banking system, was in poor health just at the time when he was most needed.

Mr Borda, a veteran trouble-shooter long acquainted with industrial difficulties, appeared as the shining white knight who held the favours of no less a patron than the Bank of Spain itself.

The Hispano Americano board knew that whoever was to preside over them had to have the backing of the money authorities, for there was no other way out of the swamp that the bank had landed itself in. Mr Borda was accordingly welcomed to preside over Hispano Americano's top table, as if he had been born to it.

The point was, however, that he had not been born to any

such place. He had come from outside, and the whole exercise had been one of game-set-and-match to the Bank of Spain at the expense of the traditional Spanish banking oligarchies.

In a developing situation, in which personalities predominated, the person that stood head and shoulders above the rest was the Governor of the Bank of Spain, Mr Mariano Rubio.

Deputy governor of the bank before he got the top job in 1984—a four-year renewable mandate—Mr Rubio has spent nearly 20 years in the venerable institution that looks out on to the Plaza de Cibeles, the most familiar of Madrid's landmarks. His power base in the Bank of Spain is its highly prestigious research centre.

Spaniards are addicted to flogging wheels within wheels,

and the relationship between the Bank of Spain and the retail banks proved to be endlessly fascinating. Mr Borda's appointment was readily seen as having been stage-managed by Mr Rubio.

The supposed all-powerful puppeteer was seen then to be behind the top jobs that were to be handed out this year in Banesto and Banco Central.

Coincidences were rife in the reshuffle at the top. On a same day in February last year, Mr Ricardo Tejero, the vice-chairman of the Banco Central and the heir apparent of the bank's president, Mr Alfonso Escamez, was killed by a terrorist assassination squad; and Mr Gregorio Lopez Bravo, vice-chairman of Banesto, was killed when a commuter plane he was travelling on from Madrid crashed as it approached Bilbao airport.

The replacements for the two men who died in such tragic circumstances were coincidentally announced on the same day, March 20, this year.

Mr Jose Maria Lopez de Letona was appointed vice-chairman of Banesto, with full executive power and with an unchallenged status as second only to Mr Pablo Garza who is chairman of the bank just as his father was.

Mr Luis Coronel de Palma was appointed to replace Mr Ricardo Tejero at Banco Central, though in this case the vice-chairmanship does not carry the same executive weight as in Banesto.

What was immediately striking was that both men were viewed as outside in the power structures of their respective banks, just as Mr Borda had been the year before when he took over at the Hispano Americano. Even more to the point, the two men were close, just as Mr Borda was, to the exalted circles of the Bank of Spain: Mr Lopez de Letona had been Governor of the Bank of Spain in the 1970s, and he had succeeded Mr Coronel de Palma in the job.

The assumption that followed the two appointments was inevitable: the reshuffle seemed a clear case of top professionals nominated by the Bank of Spain elbowing their way into the upper reaches of the Big Seven old-boy network.

All that was necessary to turn this hypothesis into a watertight theory was for Mr Jose Alvarez Rendueles, another Bank of Spain former governor, and Mr Rubio's predecessor, also to be appointed to a Banco Central vice-chairmanship, although in this case the post would carry no powers, as do Mr Lopez de Letona's across at Banesto.

Mr Alvarez Rendueles, who completed a four-year stint at the Bank of Spain in 1984, can return to active banking this July when he completes a statutory two-year bar on former governors entering private banking.

Both Banesto and Central



Mr Jose Ramon Alvarez Rendueles, a former governor of the Bank of Spain, was appointed to a Banco Central vice-chairmanship

Deposits of principal commercial banks (February 1986)

	Pta bn
Central	1,246
Español	1,214
Bilbao	1,372
Hispano Americano	1,364
Santander	1,083
Vizcaya	1,066
Popular Español	724
Exterior de España	617
Pastor	310
Urquijo-Unión	302

naturally denied that anything like Bank of Spain pressure lay behind the appointments. Mr Lopez de Letona had, in fact, been chairman of a Banesto subsidiary, the Banco de Madrid, and his appointment was claimed to be an in-house promotion.

Central for its part refused to be drawn on the speculation concerning the apparently impending appointment of Mr Alvarez Rendueles.

The bunch of what was thought to be happening was that something akin to a new era was setting in. An ancient régime running the retail banks was over. Its demise had been the banking crisis of the late 1970s, which for a massive injection of public money via the Bank of Spain, could have upset the apparent of the country's financial system.

Now that the crisis was over

the Rumasa Banks were the final casualties — and the blood had been mopped up, the Bank of Spain was exerting its right of reparation by shaking up the people running the retail banks.

The writing appeared to be on the wall last year when Mr Rubio's Bank of Spain report included the following tantalising pearl:

"It is now no longer a question of detecting and preventing the breaking of the banking code or clearly abusive behaviour by those responsible in the institutions, but it is also necessary to keep an eye on the competent administration of [the institutions]."

When Mr Rubio, who is a man of few words, gave a rare interview recently and was asked what the Bank of Spain would like to see changing in the country's financial institutions, and what course he believed change ought to take, he became positively verbose. The Governor of the Bank of Spain discussed at length the increasing complexity of world banking trends, saying the limits of what was and what was not banking were becoming increasingly blurred.

"The future of [banking] institutions," he concluded, "will depend fundamentally on their ability to create human resources capable of adapting to new circumstances."

Reading between the lines — something that Spaniards are skilled at — what Mr Rubio

appeared to be saying was that new men were needed to run the retail banking sector. What nobody doubted was the Bank of Spain's muscle to bring this about.

There was, certainly, a sense of discontent at the way things appeared to be heading. The most prominent voice of criticism was that of the influential Madrid newspaper *El País*, which, without mentioning names, aimed its sights at Mr Rubio, Mr Borda, Mr Lopez de Letona and Mr Boyer (the former Economy Minister who appointed Mr Rubio as Governor of the Bank of Spain in 1984 and then became chairman of the Banco Exterior, eighth in the ranking, when he left the cabinet last year).

The thrust of a hard-hitting *El País* editorial, published and widely discussed in April, was that there was a group of top people, known as the "beautiful people," which might be, untravelling anti-trust legislation in another country. "Just imagine," wrote the newspaper, "what would happen in the US if the chairman of the Federal Reserve and the chief executives of three of the biggest North American banks were childhood friends, were some of them linked by family ties, saw each other often at weekends and frequently spent holidays together?"

Tom Burns

Foreign Banks

The whiff of oxygen Mibor needed

IT IS hard to miss the fountains of the Plaza de Colon in Madrid. Silver columns of white water soar into the air, lightly spraying passers-by.

It is as hard to miss Barclays Bank's Spanish headquarters on the rim of Plaza Colon. Its bright blue sign stretches across the squat building, and vividly reminds the onlooker that foreign banks have become a highly-visible feature of the banking landscape.

Like Citibank and Banque Nationale de Paris, Barclays entered the Spanish market with a high retail profile, thanks to their purchase of Spanish commercial banks that fell on hard times in the banking crisis of the late 1970s.

The newcomers thus acquired dozens of branches throughout Spain. They also acquired hefty debts that they are stoically paying off to the Deposit Guarantee Fund, Spain's "bank hospital."

But seven years into the era when foreign banks were allowed to open full branches on Spanish soil, banks like Barclays, Banque Nationale de Paris (BNP) and Citibank are not bemoaning their lot. Quite the contrary.

They are increasing the number, or altering locations of branches. Barclays acquired 38 branches from the ailing Banco de Valladolid. It now has 55, and extends its network to logically enough to coastal areas that are the baunts of British tourists or expatriates.

Citibank, which acquired the Banco de Leona, has aggressively built up its branches—now more than 80—and deposit base. BNP, which purchased Banco Lopez Quesada, that left a Pta 1.5bn (\$7.2m) debt from unwise property investment, still has 45 branches—the number with which it started. But it has closed down unprofitable branches in small towns and villages and increased the number in Madrid and Barcelona.

These are relatively small numbers, compared with "big eight" Spanish commercial banks who have more than 1,000 branches each. But the customer base in retail banking is widening and growing more affluent. Banks like Barclays aim deliberately at the young upwardly-mobile Spaniard, who can keep an average current account balance of Pta 500,000 (\$2,000) and who, as he rises in his career, is likely to seek the growing number of wholesale services that the bank offers.

With increasingly sophisticated competition from Spanish commercial banks, foreign banks must race to keep ahead, constantly inventing new products. Limited by law to only token interest on deposits, accounts, Barclays has invented a new wheeze for clients with high average balances: a money market account where the bank applies clients' funds in excess of their average balance, on the money market at attractive interest rates.

Foreign banks have been the

whiff of oxygen that gave life to Spain's interbank market, establishing the Madrid Interbank Borrowing Rate (Mibor), introducing commercial paper, and, more recently, the product arrived on French or UK markets, and restlessly seeking new forms of corporate financing and capital market operations. They are confined to wholesale trade, that is, most of the 37 institutions now in full operation—and have been reaping the profits of their inventions.

Foreigners that either could not, or did not, want to find a sick Spanish bank to acquire are restricted, as the law now stands, to a maximum of three Spanish branches.

This makes retail operations unattractive. Thus, American and British, French, Belgian, West German and Luxembourg can banks are chasing—with varying degrees of success—the profits to be gleaned from high and medium finance. In this trade, the bigger the specialist and the stronger his big business connections, the more likely he is to withstand a new form of Spanish competition—recently-created merchant banks.

Results for 1985 show that wholesalers like Manufacturers Hanover Trust, which established close relations with Spain 30 years ago as "Spain's foreign banker" and made a profit last year of Pta 3,770m (\$19.3m), and Bank of America with a profit of Pta 1.30m (\$6m) head their league.

But the results also show that profits are not as sweet as they were in 1984. Signs that banks have to sweat harder for business among Spain's top 500 companies.

Spreads — the fringe benefits that yielded attractive results in the early years of operation — are shrinking. On prime rate lending, a wholesaler might have asked 75 base points a year; now he may settle for under 30 base points.

Sorting out of the stayers and the sprinters has begun. By 1993, when all restrictions on the right of establishment of EEC banks must vanish, the picture in Spain could be different.

Nowadays, competition comes from all sides—Spanish and foreign. Banks like BNP, connected with Spain for 20 years and pioneers here in leasing, mortgaging, property financing and merger and acquisitions, cannot afford to coast for a moment. A competitor is always waiting in a client's outer office. In BNP's case, the need to succeed in their new guise of retail and wholesale bankers in Spain is even greater: they must make up for the losses of the bank they bought.

The rise, fall, and rise again of commercial paper—which started from withholding tax, then in 1984 suffered an 18 per cent tax on interest, lost favour and has now regained it, thanks to higher interest than tax-free treasury bills—has made work

for foreign banks that cannot rely on client deposits for funding.

Midland Bank, a promoter of commercial paper, is moving back into this market and, like other banks, looking at export trade financing of capital equipment as a sturdy medium-term operation in conjunction with ICO, the official credit organisation.

Whatever the drawbacks of narrower margins, foreign banks have made their mark on the system. The activities of successful leaders of the league took the foreign banks' market share of total credit to 10.5 per cent in 1985, compared with 2 per cent in 1979, their first year of operation.

They are as constrained as Spanish banks by the famous coefficient of the tool of monetary policy that makes banks channel half their lending into government-defined areas. As one resigned banker put it: "About 8 per cent of our staff are really working for the Government."

But often they compete nimbly, because they have fewer staff, and hired bright, well-connected young Spaniards often holding American business degrees.

That edge may be narrowing. After the first rush of bright young men to join foreign banks, there are signs that

having mastered the tools, the young men are applying them in Spanish institutions to compete against their former "instructors."

With the growth of the Spanish economy and the inflow of EEC and other foreign investment in the coming years, demand for public and private sector financing is likely to remain strong. As local markets were grown stronger and more sophisticated, foreign banks have shifted from funding from international markets into local funding—while domestic lending, also diversifying and stretching its terms, draws more business.

Recent peseta-synthetic loans to major public enterprises of Ptas 90bn or more (\$600m-plus) attracted as many as 62 lead and co-managers among Spanish and foreign commercial and wholesale banks and savings banks.

Developments have proved that the Spanish system—pragmatically supervised by the Bank of Spain under the rule that "if you don't find a law against it, try it; if it doesn't work, wait for another look at it"—contained powerful energy waiting to be released. In many respects foreign banks were the trigger mechanism.

Diana Smith

CAZAR

CAJA DE AHORROS DE ZARAGOZA, ARAGON Y RIOJA

FINANCIAL HIGHLIGHTS FOR THE YEAR ENDED 31st DECEMBER 1985

	In Millions of Spanish Ptas.		
	1985	1984	% Δ
TOTAL ASSETS (Net of contra accounts)	493,548	444,352	+11.0
TOTAL DEPOSITS	376,130	323,592	+16.2
TOTAL LOANS	159,412	154,904	+2.9
OWN RESOURCES (before distribution of profits & including subordinated debt)	20,740	15,740	+31.7
NET INCOME BEFORE TAXES	3,454	2,575	+34.1
GENERATED CASH-FLOW	10,685	7,699	+39.3

INTERNATIONAL & CORPORATE BANKING AREA

Head Office:

Plaza de Parí, 2
50008 ZARAGOZA (SPAIN)
Phone (76) 22 43 41 & 22 19 81
Swift Code: CAZES 22 224
Telex 587 43 & 587 44 CAZIN E
Fax: (76) 21 18 47

Madrid Office:

Sor Ángela de la Cruz, 2, p. 16
28020 MADRID (SPAIN)

International Relations:

Phone (1) 279 1300 & 279 13 09. Telex 49027 CAZ E

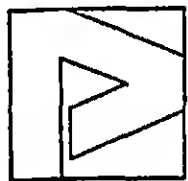
Foreign Exchange:

Phone (1) 450 54 00 & 450 55 00. Telex 49 555 CAZ E

REUTER MONITOR: CONTRIBUTOR, PAGE CODE <CAJA>

Fax: (1) 450 56 36

BANCO POPULAR ESPANOL GROUP



Headquarters: 34 Velazquez
28001 MADRID - Spain
Telephone: (91) 431 90 10
Telex 22511 BPEN

Banco Popular Español

Banco Popular Industrial Banco de Crédito Balcar
Banco de Andalucía Banco de Galicia
Banco de Castilla Banco de Vasconia

TOTAL GROUP FIGURES
Data as at 31 December 1985

STOCKHOLDERS' EQUITY	104,004m Ptas. (\$674.7m)*
DEPOSITS	1,209,419m Ptas. (\$7,845.7m)*
ASSETS	1,518,237m Ptas. (\$9,849m)*
LOANS AND DISCOUNTS	609,465m Ptas. (\$3,953.7m)*
NET INCOME	18,309m Ptas. (\$118.7m)*
RETURN ON AVERAGE EQUITY	17.6%
RETURN ON AVERAGE TOTAL ASSETS	1.21%
NUMBER OF EMPLOYEES	12,176
NUMBER OF BRANCHES	1,564

* Exchange rate at December 31, 1985: US\$1 = 154.15 Pesetas

THE FIRST FINANCIAL INSTITUTION IN CATALUNYA

THE LARGEST SAVINGS BANK IN SPAIN

951 Branches

(* Provisional figures which will be submitted to the General Assembly.)
(1) Before the allocation of the surplus for the year.

(2) Converts technical reserves for annual turnover.
(3) Average exchange rate at the end of 1985: 15 = 154.15 Pesetas.

	December 31, 1985**	Ptas. (in millions)	\$ (in millions)
Equity-Reserves ⁽¹⁾		110,510.5	716.9
Deposits ⁽²⁾		1,334,557.9	8,657.5
Operating Profit		28,195	182.9
Net Surplus		11,321	73.4



"la Caixa"
CAJA DE PENSIONES

FOUNDED IN 1904

Banco de la Pequeña y Mediana Empresa

SMALL BUSINESS BANK

The right place to do business in Barcelona & Madrid



Travessera de Gracia, 11. Tel.: 97691 BPME 08021 Barcelona. María de Molins, 33. Tel.: 42244 BPME 28006 Madrid.

Please send me, without obligation, your report with complete information on the Small Business Bank.

Name: _____
Address: _____
City: _____
Country: _____
Phone (Home): _____ (Business): _____

JPY 101.50

EEC Entry

Two doubts disturb bankers' minds

THE COUNTDOWN is under way for European banks seeking to enter Spain. For Spanish bankers, who are nervous about their ability to compete with the EEC invaders, the countdown is unfortunately a leisurely one.

It will be seven years before Madrid's monetary authorities totally relinquish their current powers of discretion and discrimination over Euro-banks operating in Spain and, under the terms of the transition, phase to full Common Market membership. It will be three years before the authorities forgo any of their powers at all.

While Spain's banking system is arguably far better equipped than any other Spanish sector to face the impact of EEC competition, there is no room for complacency. The nervousness felt among Spanish bankers is prompted by two fundamental questions. Are Spanish banks big enough to compete on a continental basis? And are they sufficiently profitable?

The term "big seven" to denote the top Spanish banks is common currency in Spain. But it is, at one level, a misnomer anywhere else. Mr Rafael Termes, the chairman of the Asociación Española de Bancos (AEB), the private banks association, pointed out in his annual report this year that The Banker, in its ranking of world banks, using 1984 data, had the first Spanish bank in the list ranked in 98th position.

The theme that the Spanish banks are really minnows in a large pond was taken up by Mr Juan Jose Toribio, a respected economist and the deputy managing director of the main savings bank, Catalana's Caixa. "Only four Spanish banks are to be found among the top 50 in Europe. Of the 100 top banks in the world, 38 belong to EEC member states, and only two are Spanish."

The domestic banks in Spain may be small in comparative world terms but, also comparatively, they have a huge number of branches, and they exert considerable muscle in their own domestic economy.

One of the most arresting features of any high street in any Spanish town is the number of banks that line it. On December 31, 1985, there were a mind-boggling 16,606 bank



The EEC buildings in Brussels. Spain's banking system is arguably better equipped than any other Spanish sector to compete in Europe

branches in Spain, compared with 14,500 in Britain and 9,994 in France. In Spain there were 2,332 inhabitants per bank branch, against 3,791 in Britain and 5,504 in France. If the strongly implanted cajas or savings banks and the well entrenched co-operative societies are included in the total, there is a banking and financial centre in Spain for every 1,200 inhabitants.

The network, countrywide, of the Spanish banking system is undoubtedly an onerous burden on each of the individual banks. But, at the same time, it is a bulwark against the expansion of European rivals. Quite simply, there are enough, in fact too many, bank branches at the present moment.

As far as the scope and all-round economic muscle of the Spanish banks is concerned, a better picture than that of mere rankings emerges when the banks are placed in the context of their own countries.

Thus, Mr Termes, of the AEB, argues that the number one West German bank, which is 18th in the international rankings, represents in terms of size just under 12 per cent of the

Federal Republic's GDP, although it is nearly three-and-a-half times the size of the top Spanish bank. By the same token, the top Italian bank, 42nd in the international rankings, represents just over 13 per cent of Italy's GDP, although it is more than double the size of the top Spanish bank.

Applying a similar yardstick to Spain, it emerges that the top two Spanish banks represent between 12.6 and 13.6 of the Spanish GDP, a figure which compared favourably with the major European institutions. The bottom line is that the "big seven" may be small by international standards, but they are the right size for Spain in addition to having their branches thick on the ground.

In order to have a Spanish bank similar in business volume to the leading bank in Britain, France or West Germany, the top five Spanish banks would have to merge their assets together. By doing so, this mega-Spanish bank would concentrate through its resources a series of assets that would represent between 46 and 60 per cent of the Spanish GDP. A less ambitious scheme,

involving the merger of only the top three Spanish banks, would produce an institution that would rank only 30th in the international listings.

Actual size as such would appear to be a relatively minor factor when considering the competitiveness of the Spanish banks as they brace themselves to meet the rivalry of the Euro-banks. What is important, however, is the issue of profitability.

Spanish bankers are in agreement that the massive network of branches, while it may well deter competition, is nevertheless a double-edged sword. The Spanish banking network expanded rapidly in the second half of the 1970s when the general response to the banking crisis was to open as many customer sales points as possible.

Between 1974 and 1982, the number of branches rose by 9,752 at the rate of 1,218 a year. The pace stopped short in 1983 when "only" 682 branches were added to the inflated list. The total number of branches rose by 350 in 1984, and by 173 last year when 360 new branches were opened and 207 existing

offices were closed.

The depressing statistic of such a widely-spread process is that, according to the AEB's calculations, cost effectiveness has been dropping in proportion to the increase in the number of branches. Against an average of Ecu 20m credits per bank office in the EEC, the Spanish branches were negotiating little more than Ecu 5m worth of credits per branch.

Without a doubt, the vast extent of the Spanish network was made more manageable by the fact that the branches were mini-offices. Using 1984 data, there were an average of 10 employees per branch in Spain, against 20 in the EEC. Examining business in relation to personnel, the Spanish banking system was raising in 1984 Ecu 517m per employee, against Ecu 966 per employee in the EEC.

This one-to-two Spain-EEC ratio of credits per employee is an improvement on the one-to-four that emerges when examining credits per branch; but clearly the onus on the Spanish banks, in preparation for Euro-competition, will be to reduce staff and cut back on branches.

Mr Toribio, from his Caixa vantage point, argues that to meet the EEC rivals with equanimity, the Spanish banks have to deal with archaic industrial relations restraints that not only make lay-offs a costly exercise but also make the re-allocation of employees a daunting experience.

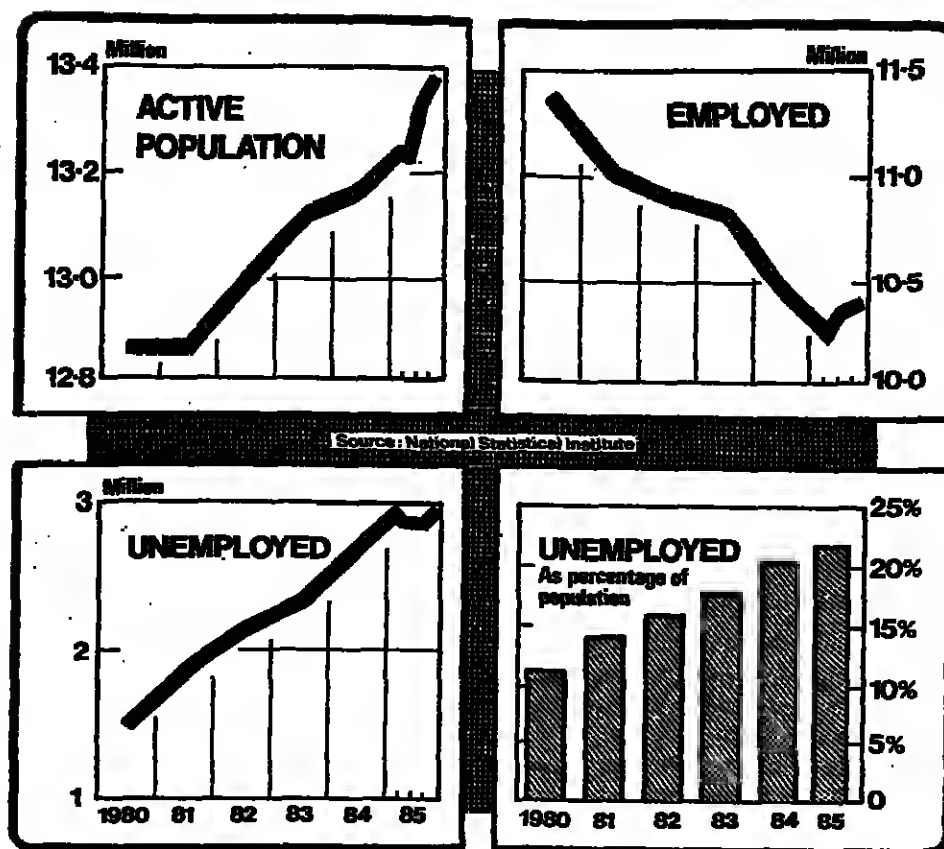
Viewing this prospect calmly, they have a comfortably long transition phase, and in the seven years that have already passed since Spain made a partial opening to foreign banks, they have proved their capacity to adapt rapidly to a changing scene.

Spanish banks do however, have to face up to an efficiency problem inherited from the extraordinary phase of branch expansion in the 1970s.

According to the AEB, Spain had 16,606 bank branches at the end of last year, compared with fewer than 15,000 in Britain and 10,000 in France. The average of credits per bank worker was barely half the level in the EEC countries at the time.

Financial margins, although they are getting narrower, are above levels in the rest of the EEC; income from services is lower, and costs are higher. Spanish banks are also less international and relatively

Tom Burns



One respect in which Spain is out of line with the rest of Europe is the size of its unemployment.

Infected by optimism

CONTINUED FROM PAGE 1

small. Even if the three biggest ones were merged they would still make only about number 30 on the world list.

In the reorganisation of the main groups, the large number of "second brand" banks operating under their own name, rather than that of their parent banks, can be expected to be cut back. But mergers between the big banks remain a matter of pure speculation. Opinions are divided on whether greater concentration is a good idea.

Questions of succession at several of the leading banks have begun to be resolved, with senior management changes at all of the "big three" — Banesto, Central and Hispano Americano. As a result, a new and less elderly generation of top bankers is emerging. The banks, while being drawn into the international trend towards universal banking, can be expected to look less like each other and develop more distinctive characters.

Results have generally been strong, with a 37.5 per cent in-

crease in the combined pre-tax profits of commercial banks last year, thanks to cost-cutting and to a reduction in their write-offs for bad debts. But this year a slice will be taken out of earnings by tough new rules on set-asides for foreign lending risks.

The gradual lifting of discrimination against banks from other EEC countries seems unlikely to make a dramatic impact. Virtually all the major international banks, with some Japanese exceptions, have by now already set up branch operations in Spain. But this change (under Franco there were only four foreign banks) has not come about without ruffling some feathers.

Mr Alfonso Escamez, veteran chairman of Banco Central, still blames the Spanish authorities for being "generous, very generous, in comparison with the restrictions faced by Spanish banks which operate in other countries."

In order to smooth those feathers down, the authorities are showing no great hurry about letting more banks in.

THE JAPANESE HAVE DISCOVERED THE BASQUE COUNTRY. HAVE YOU?



In October 1986, Mr. Sakuma, President of MITSUBISHI Heavy Industries, Sagami-dera Plants, visited The Basque Country, having signed a contract with a group of Basque industrialists for the manufacture of trucks.

Incorporated within the EUROPEAN ECONOMIC COMMUNITY, The Basque Country is an important area for foreign companies, and serves as a link with the European and Latin-American markets. The Basque Government offers all kinds of economic and tax incentives for those who want to invest, or to expand their markets by establishing themselves in the Basque Country.

WE ARE WAITING FOR YOU.

Basque Government - Gobierno Vasco

VICEPRESIDENCIA PARA ASUNTOS ECONOMICOS

Avda. Duque de Wellington, n.º 2

Tel.: 34-45 24 60 00 / 24 81 00 - TELEX: 35217 / 35218 EUJK-E

01011 VITORIA - GASTEIZ

SPAIN

Aresbank Banco Árabe Español المصرف العربي الإسباني

The following are extracts from the speech delivered by the Chairman of the Board of Directors, Mr. Abdulla A. Saudi:

- Net income for 1985 before provisions for portfolio protection and income taxes amounted to Pesetas 4,021 Million, equivalent to US\$ 26.12 Million. Net profits after income taxes and provisions reached Pesetas 1,467 Million.
- Total foreign currency and Peseta deposits both from customers and banks at the end of the year totalled the equivalent of US\$ 1,320 Million.
- At year-end ARESBANK'S paid-in capital reached Pesetas 10,500 Million while total Shareholders' funds amounted to Pesetas 14,393 Million.
- Credit Populaire D'Algerie joined ARESBANK as it bought a 6% participation from Banco Hispano Americano, S.A., who sold the remaining 0.66% to Instituto de Crédito Oficial.
- Both the Barcelona and Marbella Branches have continued their favourable development.
- ARES BANK'S subsidiaries had a satisfactory expansion, reaching consolidated profits of Pesetas 116 Million.

Andited balance sheet* (in millions of Spanish pesetas) - December 31st

ASSETS	1984	1985	LIABILITIES AND SHAREHOLDERS' EQUITY	1984	1985
Cash and Bank of Spain	1,792	1,561	Share capital	10,500	10,500
Monetary assets	211	—	Reserve Funds	3,226	3,893
Due from banks	139,808	138,903	Bank of Spain and Deposit	—	—
Loans and bills portfolio	93,542	80,724	Guarantee Fund	867	—
Provision for possible loan and bill losses	(4,717)	(6,259)	Due to banks	209,444	189,574
	88,825	74,465	Deposits	7,610	11,948
			Cash bonds	3,255	1,990
			Notes payable and other liabilities	2,927	1,439
Securities portfolio	6,825	6,002	Income taxes	403	483
Shareholders	1,500	—	Pension plan	9	15
Bank premises and equipment, net allowance for depreciation	1,383	1,384	Other liabilities	—	—
Other assets	16,947	12,594	Special Funds	280	288
	257,291	234,909	Net income for the year	1,737	1,467
				17,033	13,312
				19,050	15,067
				257,291	234,909
Guarantees and documentary credits	39,837	33,379			
Other memorandum accounts	111,555	130,313			
	151,392	163,692			

Mid market rate exchange: 1 US\$ = 154.15 Ptas. 1985
173.40 Ptas. 1984

* These are abbreviated financial statements extracted from those expressed in Pesetas audited by Ernst & Whinney. Full audited financial statements are available upon request to the Bank.

ANDALUCIA TRADE CONTACT SERVICE

A FREE SERVICE for all foreign buyers of Andalusian Goods. We just want to make your business trips more successful and pleasant.

Contact us for more information:

COPASA

Av. Republica Argentina, 50 41011 SEVILLA
Tel: (54) 45 90 11 - Telex 72322 COPA E



\$ SODICAMAN, S.A.

SOCIETY FOR THE INDUSTRIAL DEVELOPMENT OF
CASTILLA-LA MANCHA (SPAIN)

Financing Services

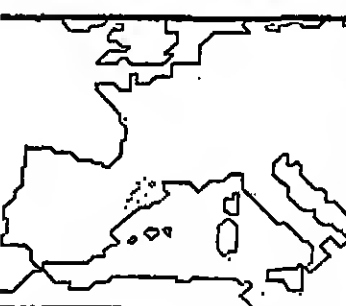
- * Participation in "Joint-Ventures" up to the 45% of the share Capital during 10 years as a maximum.
- * Grant of loans and guarantees.
- * Negotiation of the subventions or non-reimbursable funds of the Spanish State Administration.

Other Services

- * Feasibility studies.
- * Geographic location.
- * Civil Engineering and legal advice.
- * Selection of high category executives.
- * Introduction of management control systems.

Avda. de Castilla, 12-1. 19002 Guadalajara,
Telephone: (34) 11-22 91 21. Telex: 42288 DICM E

Invest now in CATALONIA



- 16% of Spanish pop
- 20% of Spanish GDP
- 26% of Spanish Industrial GDP
- Highly diversified processing industry
- Well qualified labour force
- Excellent communications
- Cultural tradition
- Leisure and sports facilities

THE DEPARTMENT OF INDUSTRY AND ENERGY OF THE GENERALITAT OF CATALONIA OFFERS THROUGH:

The CIDEM (Centre d'Informació i Desenvolupament Empresarial - Centre for Business Information and Development): Information, orientation and assessment for your investment, coordinating the organizations and institutions collaborating in the development of industrial activity.

- The "ZUR" (Urgent Reindustrialization Zone) the following benefits:
- Non recoverable Grants up to 30% of the investment
 - Preferential treatment in obtaining official credit
 - Tax benefits:
 - Up to 99% on Custom Duties for imported equipment.
 - Up to 99% on local taxes concerning the establishment of industrial activities.
 - Special depreciation schemes.

Generalitat de Catalunya
Departament d'Indústria
i Energia
Passatge de Gràcia, 105 - 107
Telèfon 297 36 43
08008 Barcelona Telex 52714 DCTOC E

CIDEM

CENTRE D'INFORMACIÓ I
DESVOLUPAMENT EMPRESARIAL



ZONA D'URGENT REINDUSTRIALITZACIÓ
del Clúster Industrial de Barcelona

Banco de Progreso

(ESTABLISHED IN 1917)
A MEMBER OF THE MARCH GROUP

Wholesale Bank since 1975

- ☐ CASH MANAGEMENT
- ☐ INTERNATIONAL FINANCING
- ☐ ACQUISITION and DISPOSAL of COMPANIES and INDUSTRIAL ASSETS
- ☐ MERGERS and TAKEOVERS
- ☐ BUSINESS and COMPANY DEVELOPMENT
- ☐ MORTGAGE LOANS
- ☐ LEASING

Via affiliated Company PROGRESO HIPOTECARIO, S.A., S.C.H.

Via affiliated Company PROLEASING, S.A.

BARCELONA 08007 - Paseo de Gracia, 29
Tel: (03) 3177470 - Telex: 51847 BAPB E
MADRID 28006 - Nuevas de Balboa, 108
Tel: (01) 4113512 - Telex: 44323 BAPM E, 44667 BAPM E
PALMA DE MALLORCA 07002 - Av. Alejandro Rosello, 15
Tel: (71) 724431 - Telex: 68823 BAPP E
SEVILLA 41001 - Plaza Nueva, 8
Tel: (54) 211903
VALENCIA 46004 - Grabador Esteve, 4
Tel: (06) 3522430 - Telex: 62347 BAPV E

Correspondents in all major financial centres

Spanish Banking 4



La Coruña, the industrial city in north-west Spain, like most Spanish towns, has a large number of banks

Spanish Banks Abroad

Carving niches around the world

EEC membership and the aggressive tactics of foreign banks in Spain are spurring Spanish banks to strengthen their already sizeable international activity. The focus has switched from Latin America, the traditional hunting ground, to Europe and, to a lesser extent, the US and the Far East. Historically, Spanish banks abroad have been involved in three main areas: channelling the remittances of Spanish emigrants to the mother country (particularly from France), placing Spanish investment in institutions like the Paris Bourse and financing trade,

especially to Latin America. For example, Banco de Bilbao, the fourth largest bank, opened a branch in Paris in 1902 before it set up in Madrid. Its London operation was started in 1918, when Coal and Iron were exported from the Basque country to the UK.

Banco de Santander, the fifth biggest bank, which was established in 1857, began its large involvement in Latin America with the financing of cereal exports from the port of Santander.

Today, Spanish banks are heavily involved in the Euro-bond market and are spreading themselves around the world, seeking to carve out niches in a highly competitive business.

Financing the increasing volume of trade with the EEC, which, before membership, supplied Spain with one-third of its imports and took around half its exports, is optimistically viewed.

So is the channelling of foreign investment into the booming Madrid Stock Exchange.

Last year one-third of Banco de Bilbao's cash flow came from international business.

Bilbao is consolidating a strong presence in Europe, which has always been its main overseas interest. In its last move a branch was set up in Milan (the only one by a Spanish bank) and full banks in Zurich and Frankfurt.

Mr Alejandro Magro, the deputy manager of the bank's international division, has said that the volume of business was already such that both the Frankfurt and Zurich operations would need equity injections to allow more financing.

Bilbao has received many offers from debt-ridden Latin America to take over banks. Mr Magro said all the approaches had been rejected. However, Bilbao is now seriously considering increasing its small presence in Latin America as it sees wider opportunities in Brazil, Argentina and Colombia.

After Latin America's debt crisis exploded in 1982, with the collapse of the Mexican economy, Spanish banks have been wary of new involvement

in the region. Santander has been pruning its operations and reducing its portfolio. At the end of last year Santander's country risk loans (mostly Latin America) totalled \$172m, equivalent to 1.14 per cent of total assets — tiny by the standards of US banks.

Santander sold its 100 per cent-owned bank in the Dominican Republic last year and last February sold its 20 per cent stake in Banco Sociedad General de Crédito in Ecuador.

Mr Carlos García, the head of Santander's international division, said both these banks offered a "satisfactory return," but not enough to warrant the amount of work spent on them.

Mr García did not rule out selling one or more of Santander's other banks in Panama, Uruguay, Costa Rica, Guatemala and Argentina.

Santander's Chilean bank is going well however. More new branches are being opened this year and the bank has the country's first self-service banking facility, which is like a "bank without a staff."

Banco de Vizcaya, the sixth largest, has the strongest presence in the US of all the Spanish banks. Through its 48 per cent stake in the holding company Bancosel Vizcaya is involved in three banks in the state of New Mexico.

Vizcaya chose New Mexico because it is a high tech hispanic state adjacent to Texas, Arizona and Colorado, and near to California. Vizcaya also has branches in New York, San Francisco and Miami.

Moreover, Vizcaya is the only Spanish bank operating in the Middle East. But activity at its Bahrain operation has declined to the point where Vizcaya is studying its closure, according to Mr Gonzalo Terreros, head of the international division.

With the collapse of world oil prices, Bahrain has not developed into the funding centre which banks were hoping for.

Banco Hispanoamericano, the third largest, is taking a more modest approach, as befitts a bank which is still digesting

the difficulties caused by its absorption of Banco Urquijo Union. "We see no point in trying to take on the giants on their home grounds," said Mr Antonio Zoido, Hispano's international head.

Hispano has cornered a significant part of the growing Euro-peso market and its Tokyo operation is picking up. But the means have altered and are consciously trading on the toes of foreign competition in lucrative, fee-oriented capital-market operations, where majors like Manufacturers Hanover, Bank of America, Chase Manhattan, Midland, Morgan Guaranty and Citibank are scrambling for clients.

There is nothing new about investment in industry in Spain. But the means have altered and are multiplied so fast in recent years that conservative institutions, like the industrial banks that have now all been swallowed up by the big eight groups, had to yield to something better-equipped in order to respond quickly to rapidly-changing demand.

Spain's capital markets need to expand. Demand is bullish and very few companies are quoted on the Stock Exchange. Speculative forces are strong, and a major role of business or merchant banks is to coax entrepreneurs into equity and bond issues.

The effort has begun to pay off. This year Banco Hispano Industrial, a merchant bank belonging to the Hispano-American group, organised the first new share issue in Spain in decades, by Tycasa, a metallurgical company.

Spanish merchant banks and complementary institutions like Bani, a portfolio management company with \$600m now held in portfolios—operate on two levels.

They themselves are quite small. Banco Hispano Industrial has four branches and 82 highly-specialised staff, and Banco Santander de Negocio, which started in 1985 with a Pta 4.5bn (\$77m) capital, so as to give itself a strong operating base, an independent manager. But they are also wholly-owned subsidiaries of two of Spain's banking giants, Banco Hispanoamericano and Banco de Santander, able to draw when necessary on the facilities of their parent companies' huge networks.

With the upsurge in foreign investment on Spanish capital markets — especially by UK, West German and Swiss funds — Spanish banks feel they are better placed than their foreign competitors to offer dynamic capital market services. They claim they know the local market better, and that foreign lenders generally prefer, when entering a new market, to use a local rather than foreign-owned institution.

Underwriting and placement of paper that can now fetch 18-year terms (unheard of a year or so ago), reactivation of the commercial paper market, making use of the recent growth in convertible bonds, are some aspects of the market in which Spanish merchant banks are specialising.

In medium- or long-term corporate lending, they see a sizeable growth through EEC accession and the restructuring and modernisation not only of individual companies but whole sectors of Spanish industry, which must adapt to tough community rules and regulations.

Radical changes are required in pharmaceuticals, for instance. Spanish patent laws once permitted imitation of foreign products, EEC rules do not. Here, the merchant banks' mergers and acquisitions services come into play as stronger vessels restructure and acquire smaller enterprises preparing for EEC competition.

Mergers and acquisitions (and their fees) are highly lucrative for business banks. Some approach the subject self-protectively, demanding an exclusive service contract from clients so that they are not left with all the work while another bank or lawyer scoops the deal. Others have been known to advertise a "shopping list" of companies for sale in the media, hoping that someone will apply to buy them.

New EEC rules will subject Spanish companies in another way that will help merchant banks' efforts to make clients go public and to attract foreign investment. Full outside audits will become necessary for publicly limited companies, instead of the old internal audits carried out by two shareholders who could be the chairman's relatives.

Under Bank of Spain pressure, banks began to provide fully-audited annual accounts — and banks are the largest group of companies quoted on the Stock Exchange. Some public utilities are following suit. It will be useful for business banks to be able to give prospective foreign investors the sort of transparent "Anglo Saxon-style" company information that northern European and US investors expect.

So far US investment in Spanish capital markets has been modest, because of the lack of a double taxation agreement. And Spanish investment abroad is limited by law to 10 per cent of a portfolio. Even so, merchant banks have plenty to keep them busy.

William Chislett

Official Banking Sector

Protectionism recedes

JULIAN García Vargas, the head of the little known but key Official Credit Institute (ICO), compares himself to a tennis player with his hands tied behind his back.

When he took over in 1983 he was keen to fulfil the Socialist government's brief of transforming ICO into something approaching a private bank, which was less of a drain on the Treasury. Under EEC rules, ICO has to become less protectionist and more market-oriented.

ICO runs the state-sponsored credit system and has under its wing the Banco de Crédito Industrial, the Banco de Crédito Agrícola, the Banco de Crédito Local and Banco Hipotecario de España (Mortgages).

ICO also supervises the official credit side of the Banco Exterior de España.

He himself is governed by principles that are markedly free-market for a state sector boss. "Public companies must make money. They must not be owned by the employees and no favours should be granted, especially to the government," he said.

But the 1971 legislation for ICO, drawn up under General Franco, is so interventionist that ICO is put at an immediate disadvantage with the private sector. Permission has to be sought all along the line, and in some cases decisions cannot be made without a full cabinet meeting.

Nevertheless, three years later ICO has managed to improve the shaky financial situation it inherited. ICO's operating profit last year, including the banks, was 54 per cent higher at Pta 19,30m.

"We have not become a problem for the Government, so we are not a priority," said Mr Vargas, with the air of a man who feels he is the victim of his own success. He hopes that

the next, probably Socialist, government will draft liberal legislation to give ICO more independence, or will decree new laws.

ICO, which supplies about 11 per cent of total credit to the private sector, has become much less dependent on the Treasury for its funds. ICO receives money via the "coefficientes," the obligatory deposits which the private banks place with the central bank. ICO's interest rates are, on average, about two percentage points below market rates.

A large part of ICO's financing now comes from ICO bonds. New bond issues this year will total more than Pta 50bn, compared with Pta 5bn in 1980. ICO is to receive Pta 50bn from the Treasury this year, compared with Pta 165bn in 1985. By 1987, Mr García Vargas expects ICO to be almost self-financing.

At the same time, ICO has taken advantage of the weak dollar and Spain's healthy foreign reserves to reduce its external debt. Mr Ricardo Briz, the head of external financing, said the debt should be reduced by a further \$200m this year to \$1.3bn.

ICO has been weighed down by the burden of non-performing loans to the deeply troubled shipbuilding sector, to which the Government has taken a scalpel. The Banco de Crédito Industrial (BIC) absorbed in 1982 the Pta 218bn-shipbuilding loan portfolio of the failed Banco de Crédito a la Construcción. By the end of 1985 the restructured portfolio had grown to Pta 228bn.

ICI estimates that it will incur a net loss of Pta 80bn by the time the "reconversion" process is completed in the shipbuilding sector. Provisions have already been made for about half this amount.

ICI has had to get tough with its borrowers in this sector. It has set up a special company to handle assets after they are taken over. By the end of 1985 the company had sold 46 ships totalling 300,000 dwt for Pta 4.6bn.

The shipbuilding experience has been a salutary one for ICO because it has convinced officials who for years lived in an ivory tower of the need to be more selective in granting loans and more rigorous in checking creditworthiness.

Part of the reason the shipbuilding sector was made to underperforms concerns.

The BCI is one of the main beneficiaries of funds from the European Investment Bank (EIB). By the end of 1985 it had used Ecu 225m (US\$31.8m) of EIB loans, 41 per cent of the total EIB credit to Spain.

Despite the interventionist environment in which ICO lives, Mr García Vargas believes that the official banks are becoming more independent and more aggressive in chasing business.

He is encouraged by the fact that the banks no longer seek ICO's permission for every operation. After all, with low operating costs of 0.5 per cent, compared with 2.85 per cent for the private, Spanish banks, because of a small administrative staff, the banks should be able to pinch business from their competitors. But then the private banks are not bogged down by so much red tape.

One of ICO's banks, the Banco Hipotecario, has appointed a "corretorías," who is responsible for chasing the numerous public notaries involved in legalising loan documents. After a loan is approved, the borrower has to wait up to two months for the money because it takes that amount of time to legalise the documents.

William Chislett

Merchant Banks

The groups hit back at the foreigners

WHEN THE old tools begin to wear out, invent a new one.

If the new tool carves a chunk of business out of the preserve of foreign banks, so much the better. If it can be wielded by people who did their apprenticeship with foreign banks, it adds spice to the battle.

In other words, finding their markets briskly occupied by a couple of dozen foreigners who marched in with all the weaponry and armour-plating of their international market experience and highly-automated data processing could provide, Spanish banking groups have begun to retaliate with a new invention — the "Banco de Negocios."

A hybrid between a US-style investment bank and a British merchant bank, the Spanish business banks, though they have been in existence for only a few months, have begun to flex their muscles to considerable effect.

There is no special legal status for Spanish business banks. They happened along and are consciously trading on the toes of foreign competition in lucrative, fee-oriented capital-market operations, where majors like Manufacturers Hanover, Bank of America, Chase Manhattan, Midland, Morgan Guaranty and Citibank are scrambling for clients.

There is nothing new about investment in industry in Spain. But the means have altered and are multiplied so fast in recent years that conservative institutions, like the industrial banks that have now all been swallowed up by the big eight groups, had to yield to something better-equipped in order to respond quickly to rapidly-changing demand.

Spain's capital markets need to expand. Demand is bullish and very few companies are quoted on the Stock Exchange. Speculative forces are strong, and a major role of business or merchant banks is to coax entrepreneurs into equity and bond issues.

The effort has begun to pay off. This year Banco Hispano Industrial, a merchant bank belonging to the Hispano-American group, organised the first new share issue in Spain in decades, by Tycasa, a metallurgical company.

Spanish merchant banks and complementary institutions like Bani, a portfolio management company with \$600m now held in portfolios—operate on two levels.

They themselves are quite small. Banco Hispano Industrial has four branches and 82 highly-specialised staff, and Banco Santander de Negocio, which started in 1985 with a Pta 4.5bn (\$77m) capital, so as to give itself a strong operating base, an independent manager. But they are also wholly-owned subsidiaries of two of Spain's banking giants, Banco Hispanoamericano and Banco de Santander, able to draw when necessary on the facilities of their parent companies' huge networks.

With the upsurge in foreign investment on Spanish capital markets — especially by UK, West German and Swiss funds — Spanish banks feel they are better placed than their foreign competitors to offer dynamic capital market services. They claim they know the local market better, and that foreign lenders generally prefer, when entering a new market, to use a local rather than foreign-owned institution.

Underwriting and placement of paper that can now fetch 18-year terms (unheard of a year or so ago), reactivation of the commercial paper market, making use of the recent growth in convertible bonds, are some aspects of the market in which Spanish merchant banks are specialising.

In medium- or long-term corporate lending, they see a sizeable growth through EEC accession and the restructuring and modernisation not only of individual companies but whole sectors of Spanish industry, which must adapt to tough community rules and regulations.

Radical changes are required in pharmaceuticals, for instance. Spanish patent laws once permitted imitation of foreign products, EEC rules do not. Here, the merchant banks' mergers and acquisitions services come into play as stronger vessels restructure and acquire smaller enterprises preparing for EEC competition.

Mergers and acquisitions (and their fees) are highly lucrative for business banks. Some approach the subject self-protectively, demanding an exclusive service contract from clients so that they are not left with all the work while another bank or lawyer scoops the deal. Others have been known to advertise a "shopping list" of companies for sale in the media, hoping that someone will apply to buy them.

New EEC rules will subject Spanish companies in another way that will help merchant banks' efforts to make clients go public and to attract foreign investment. Full outside audits will become necessary for publicly limited companies, instead of the old internal audits carried out by two shareholders who could be the chairman's relatives.

Under Bank of Spain pressure, banks began to provide fully-audited annual accounts — and banks are the largest group of companies quoted on the Stock Exchange. Some public utilities are following suit. It will be useful for business banks to be able to give prospective foreign investors the sort of transparent "Anglo Saxon-style" company information that northern European and US investors expect.

So far US investment in Spanish capital markets has been modest, because of the lack of a double taxation agreement. And Spanish investment abroad is limited by law to 10 per cent of a portfolio. Even so, merchant banks have plenty to keep them busy.

Diana Smith

INVESTMENT CLIMATE IN SPAIN NEVER BETTER

With Spain on the threshold of the Common Market, a new era is dawning which will make property investment in Spain more rewarding than ever before. Especially so in the immediate future, which makes the subjects of our offer — 3 THREE-STAR HOTELS IN CATALUNYA REAL, the southern region of La Mancha — of particular interest.

In autumn and winter, Ciudad Real boasts the finest hunting in all Europe for deer, wild boar and red partridge; in spring and summer the area is a fisherman's paradise. The three hotels, with a total of 383 beds, are in excellent condition, have large restaurants, spacious public rooms, bars and disco, and are administered by HUSA, Spain's most respected hotel management chain.

The properties are offered for sale at \$2,600,000, the equivalent of 50% of present day production costs. Inquiries from hunting or fishing societies, with a view to a financing agreement could be discussed.

Due to good financial conditions in Spain, we can be of assistance with other forms of serious commercial investment. For further information, please contact us at the address below.

GROUP REALTY SWEDEN AB
S-70600 ÖRTEN, SWEDEN
TELEFON (08046) 551391-43, 43144
TELEX 500122

Spanish Banking 5

Automation

The mini-bank goes underground

ANYONE who needs cash after banking hours, but is unnerved by new-fangled automatic telling machines (ATM), can take heart from the service provided by La Caixa, Catalonia's mammoth savings and pension bank. La Caixa, now has "clients' clubs" open until 9 pm at its larger branches, where customers with Caixa banking cards can use the service to get money.

If they understand modern technology, they can operate the ATM with their Caixa card. If they are shy about arrays of buttons and screens, they can show their savings book to the attendant, state what they need and the attendant will operate the machine for them.

That is not the only innovation that La Caixa offers. In the main underground stations of Barcelona there are mini-banks with ATMs and an attendant, open during the 9 am to 3 pm banking hours; and at junctions of Catalonia's main motorways, there are mini-banks where Caixa card-holders can fill their wallets without leaving their cars.

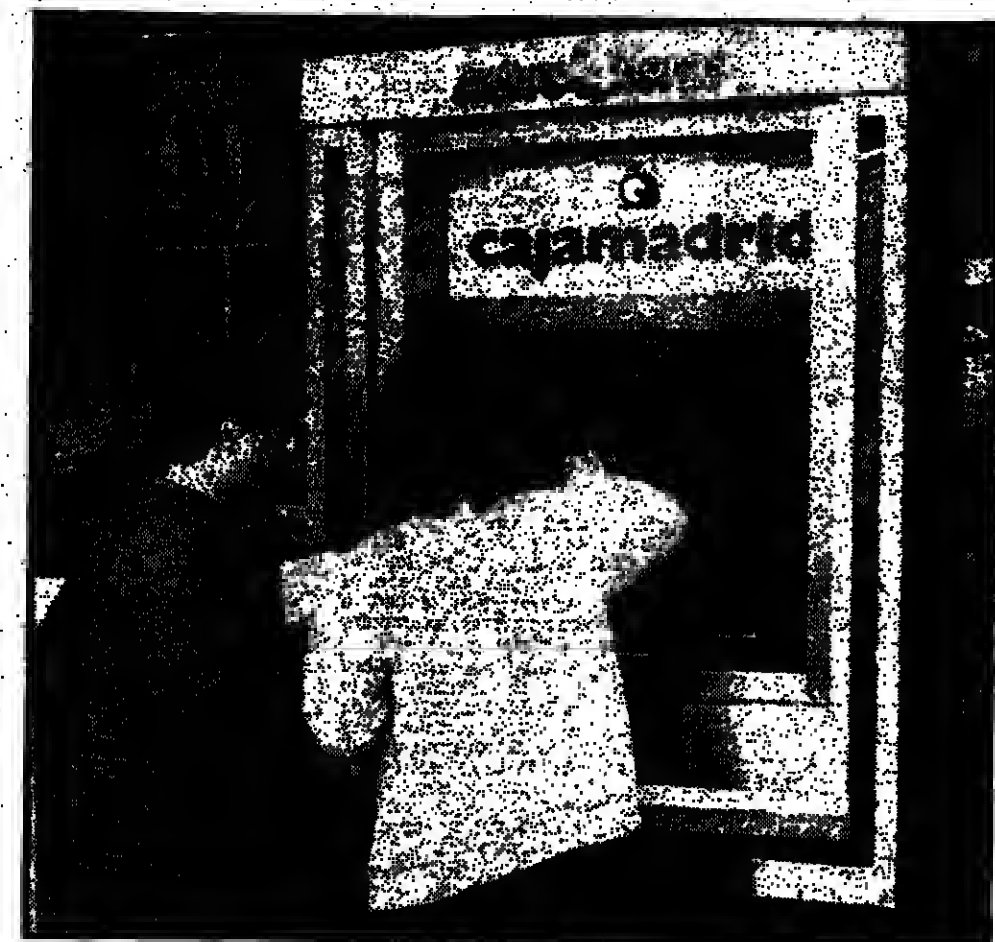
Such facilities are part of the weave of innovation that is sweeping over Spain, one of the world's three fastest-growing credit card markets.

Major Spanish banks moved into computerised data processing in the mid-1960s. By the late 1980s Spain, the world's eighth largest economy and fast becoming a highly sophisticated financial system, is a pioneer in the latest generation of banking services—home banking.

Banco de Santander, one of Spain's "big eight," has plunged into home banking with a zest that reflects the mood of a banking system where the pressure of competition and dynamics of economic growth have driven once-entrenched institutions to improve and diversify their services.

In July 1982, Banco de Santander became the first European bank to offer home banking by telex. Using its own office telex and various code numbers, the customer can elicit computerised information about his account and market and foreign currency prices. Santander claims that 40 per cent of Spain's 28,000 telex-owners use this service. Five months later, Santander introduced home banking by telephone, once again pioneering this service in Europe.

Today—for the price of a local call (three pesetas), and a monthly charge of Ptas 1,000, with free servicing for the multi-frequency gadget resembling a small pocket calculator that enables the user to com-



The Caja de Madrid is one of the banks using automatic telling machines to improve the quality and speed of services

municate with Santander's IBM central computer and on-line network installed in 26 Spanish provinces—a customer can manipulate his account from his office or home, be instantly informed of market prices, and save hours of paperwork or commuting.

If he has with him the network number, key numbers for whichever service he requires and his secret account number (and if he feels rich enough to foot the huge phone bill), he can do the same on a trip to Australia or Japan. Such is the effectiveness of the multi-frequency equipment, whatever the distance.

In 1984, Santander took another technological step forward into videotex home banking, charging clients Ptas 1,000 a month for use of French Minitel terminals. These, via a 3-peseta local phone call, can give professionals, small, medium or large businesses,

basic account information, prices, and transfer or payment services and cash management. From this spring, Santander is moving into computer home banking, which will be available to any customer whose personal computer is compatible with the IBM.

Banco de Santander, together with Banco Central, Banco Hispano Americano and Banesto, founded 4-B, Spain's fast-growing credit card, point of sale and, soon multibank home banking service. The 4-B system now has 36 member banks, with 11,000 branches using its multiple services. It can even help a customer get petrol in the middle of the night. Equipment now being installed in service stations enables the 4-B credit card to activate petrol pumps.

Competing doggedly with the Visa system (Visa España now has over 3.5m card holders), 4-B with 1.5m card holders has

870 on-line ATMs that accept Eurocheque and international (but not Visa España) cards, and some 4,000 point-of-sale terminals in shops that accept most international credit cards.

The system's hardware comes from National Cash Register in Scotland. By 1987 4-B expects to have 1,000 ATMs installed.

ATMs are being installed rapidly by foreign banks that have bought into retail banking in Spain. They include Barclays and Citibank, both competing aggressively in a market where many citizens now hold at least two plastic cards and a few hold two or three times that number.

The machine age offers Spain's bank customers a speed, diversity and complexity of service that puzzles observers who think of Spain as a sleepy space between the Costa Brava and the Costa del Sol.

Diana Smith

Savings Banks

Customers are getting younger

JUST BEHIND Madrid's bustling, noisy Puerta del Sol looms the solid grey pile of the Caja de Madrid, eighth ranking among Spanish banking institutions in deposits, top ranking savings bank in profits.

It is a 300-year old establishment that serves the people of Madrid and the La Mancha area. But there is nothing Quixotic about Caja de Madrid. One of more than 30 major savings banks that have evolved from old-fashioned, austere quasi-charitable institutions financing hospitals, schools, libraries and other social works into fiercely competitive bodies for deposits, services and recently, capital market operations.

The Caja de Madrid saw a 25.5 per cent growth of deposits in 1985 to a total of Ptas 913bn (\$6.4bn), a 12.6 per cent increase in profits—about 4 per cent growth in real terms to Ptas 34,570m (\$241m), and consolidation of its own resources—capital plus reserves at Ptas 93.7bn (\$655m)—well in line with Bank of Spain directives on the strengthening of own resources by savings institutions.

Like many of the commercial banks, the Caja de Madrid has taken to computerised data processing and automatic telling machines (ATMs) to improve the quality and speed of services and productivity.

Demand has changed. Savings banks' customers are getting younger and more sophisticated. Small and medium businesses want a wider range of services and information than they did a few years ago. In a rush to cater for a different market, savings banks like the Caja de Madrid are quickly learning modern tricks of the trade and turning themselves into multi-service institutions.

Caja de Madrid, years before Spain finally signed her accession treaty to the European Economic Community, began virtual training schemes for small/medium businesses, forming them in seminars and debates over VAT, EEC industrial and trade rules, agricultural policies, and other legislation would affect them. The "schools" continue, while the bank's new foreign department churns out background information for clients interested in doing business all over the world.

One of the principal areas into which the Caja de Madrid

Assets of Spanish banking system (January 1986)			
	Pta bn	% of assets	
Private commercial banks	15,875,201	61.98	
Pesetas	14,164,578	55.21	
Foreign currency	1,708,623	6.67	
Savings banks	9,739,140	38.02	
Pesetas	9,521,187	37.21	
Foreign currency	217,953	0.81	
Total	25,614,341		

Deposits of principal savings banks (February 1986)			
	Pta bn	% of deposits	
La Caixa	1,269,998	12.6	
Madrid	905,835	8.9	
Barcelona	451,812	4.4	
Pesetas	460,530	4.4	
Zaragoza, Aragon y Rioja	378,937	3.6	
Valencia	361,316	3.5	
Cataluña	349,750	3.4	
Galicia	285,387	2.8	
Alicante y Murcia	277,534	2.7	
Vizcaya	237,271	2.3	
Total	5,219,010		
Total deposits of all Spanish savings banks	9,893,524		

pumps the excess funds that, traditionally, Spanish savings banks put into social works is job-training schools. It is looking to a near-future when Spanish industry will begin to feel the brunt of EEC competition and need to develop even newer skills.

Like other savings banks, the Caja de Madrid may open a strictly-limited number of branches outside its traditional area—unlike Spanish commercial banks or foreign banks that have bought up ailing Spanish commercial networks, which have no restrictions on the area or the number of branches they may set up.

The Caja de Madrid has a branch in Barcelona, home ground of that venerable institution "La Caixa," the Catalan pensions and savings bank and insurance company, whose full name is La Cajas de Pensiones y de Ahorros de Cataluña y Baleares, and abbreviated name in Catalan, "Caixa de Pensiones." Publishing its reports and statistics and brochures in Castilian and Catalan, La Caixa is as busy as any of the Catalan entrepreneurs, who make no bones about their taste for success.

to obtain funds: the average annual income paid on a savings account is less than 4 per cent, whereas term deposits to commercial banks pay higher rates. At the end of 1985, the savings banks had almost 48m accounts—44m of these were straight-forward savings accounts with an average balance of 350,000 pesetas. Indeed, a large government accounts with average balances of Ptas 10m (50,000 government accounts in all).

As the Spanish banking crisis of the early 1980s fades and the remaining problems are almost totally limited to small institutions like the cajas rurales, the sorting-out process that led the "big eight" to acquire smaller commercial banks, and a handful of foreign banks to acquire ailing Spanish commercial institutions, is now leading large savings banks to snap up ailing cajas rurales. Most recently, the takeover of the Caja Rural of Madrid by the Caja de Madrid.

The more sophisticated savings institutions have begun to compete with foreign and Spanish banks in the capital markets, and to latch on to major peseta syndicated loans as co-managers—an activity few would have dreamed of a few years ago.

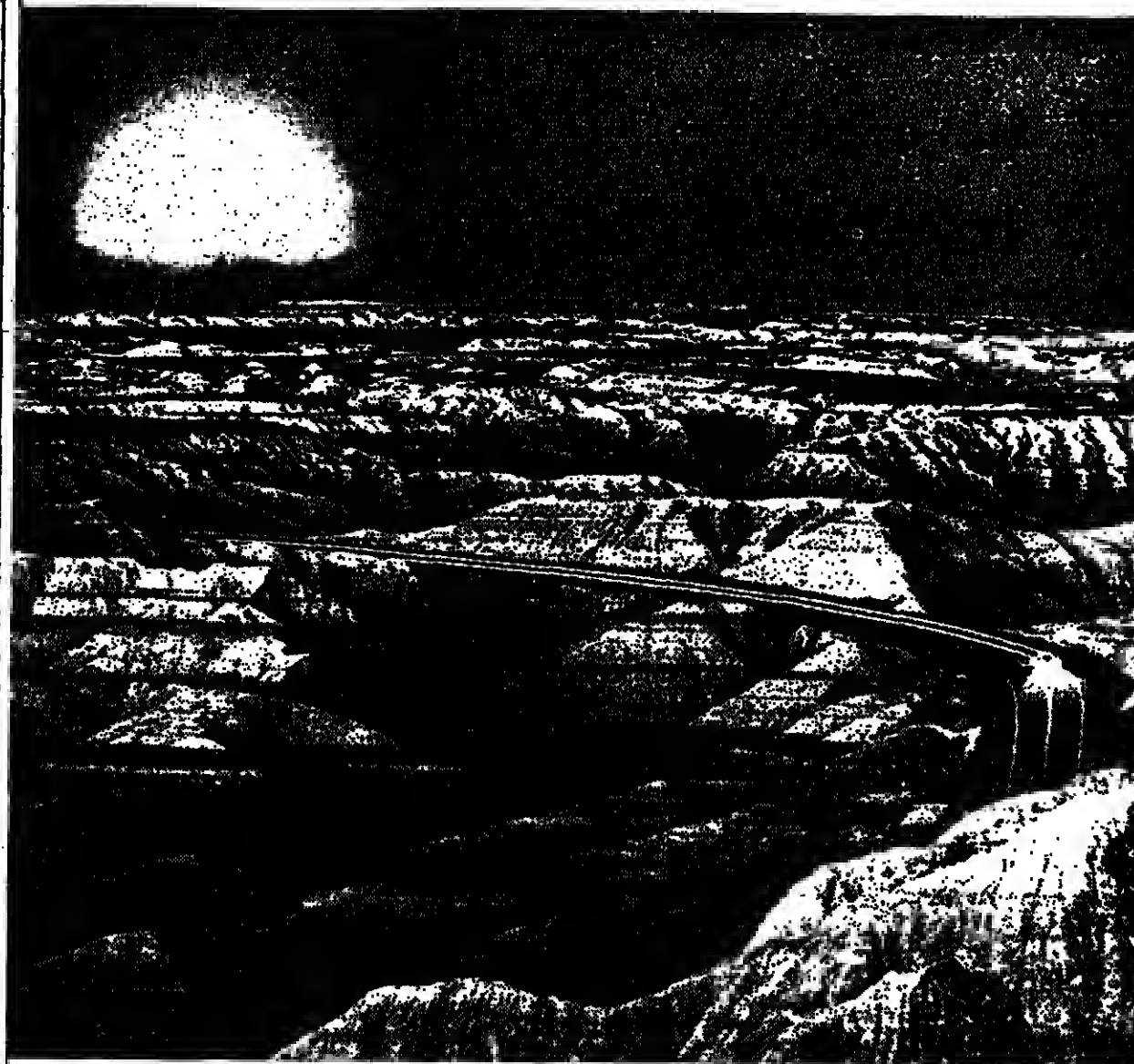
According to an address given by the governor of the Bank of Spain, Mr Mariano Rubio, to the Spanish Congressional Economic Committee in mid-April, the savings banks are playing a growing role in the financial system. Their deposits now represent 38 per cent of all deposits in the banking system, compared with 32 per cent in 1980; and the visible difference between their services and operations and those offered by commercial banks is rapidly disappearing.

In terms of income of profitable assets, savings banks have overtaken commercial banks, with a ratio of 12.5 per cent, compared with the commercial banks' ratio of 11.6 per cent; while, in terms of income on total assets, they are on almost identical footing with the commercial banks.

Many savings banks want the same freedom to open branches throughout Spain that is extended to commercial banks. With their rising tide of deposits and strengthening income from a wider variety of loans, they seem to be in a better position to go national than ever in their history.

Diana Smith

Well-steered



Steering an international business venture to the peak of its potential requires a bank that is highly qualified in global money matters.

In more than a century of financing business enterprises around the world, HongkongBank has climbed to a position that commands an unbeatable view of the road to success, and of the possible pitfalls along the way.

Our international network of 1,200

offices in 55 countries is ever-expanding. And with new branches opening continually, HongkongBank is in an ideal position to put you in the driver's seat.

So whether you require the full financial services of the world's 14th largest bank, or simply an informed overview, contact us today at Madrid Branch, Paseo De La Castellana 36-38, 28046; or our London Office, 99 Bishopsgate, London EC2P 2LA.

HongkongBank
The Hongkong and Shanghai Banking Corporation

Markets: Hongkong Bank • Hongkong Bank of Canada • Hongkong Bank of Australia • The British Bank of the Middle East • Hong Kong Bank Limited • Wardsley Limited • Hongkong Bank Limited

Fast decisions. Worldwide.
CONSOLIDATED ASSETS AT 31 DECEMBER 1985
EXCEED US\$69 BILLION

THE ACTION BANK • THE ACTION BANK • THE ACTION BANK • THE ACTION BANK • THE ACTION BANK

Banco NatWest March S.A. helping to maintain the tradition of Anglo-Spanish trade.

The NatWest and Banca March joint venture, Banco NatWest March, has been fully operational since October 1985. The Bank has 79 branches in Spain, 60 of them in Catalonia, at the disposal of anyone doing business in Spain.

Banco NatWest March offers a wealth of experience in international banking combined with the largest network of any UK bank in Catalonia.

If you're involved with Spanish-UK trade,

then you know who to talk to.

Leopoldo Caravantes, General Manager, International Division, or Paul Imison, Senior Marketing Manager at Banco NatWest March Head Office, Miguel Angel 23, 28010 Madrid. Tel: (010 341) 419-1112. Telex: 23572 NATMA-E.

John Connolly, Marketing Manager, Main Barcelona Office, Caspe 17, 08010 Barcelona. Tel: (010 343) 317-4658. Telex: 98009 NWB-CE.

NatWest International

THE ACTION BANK • THE ACTION BANK • THE ACTION BANK • THE ACTION BANK • THE ACTION BANK

Lovell
BICENTENARY
Two centuries strong
and building
1786 / 1986

SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday June 16 1986

Showing the way
in sonar
systems

FERRANTI

CREDITS AND EURONOTES

Comecon borrowers obtain fine terms

NOTWITHSTANDING the additional strain on East European finances caused by the Chernobyl nuclear disaster in the Ukraine, Comecon borrowers continue to raise money in the syndicated loan market at very fine terms, writes Peter Montagnon in London.

Syndication of a \$100m, eight-year credit for Czechoslovakia's Foreign Trade Bank launched two weeks ago by National Westminster with an initial margin of just 1/4 per cent is already virtually complete.

Now another Comecon borrower is in the market. The Moscow-based International Investment Bank which lends inside Comecon is raising \$250m in its first operation since 1984.

Deutsche Bank is leading this 10-year deal through its Luxembourg subsidiary. It bears a margin of 1/4 per cent, predictably well below the previous \$12m operation. That, however, was at 1/4 per cent over London interbank offered rates for Eurocurrency deposits (Libor).

Elsewhere attention continues to focus on the \$800m loan facility for Electricité de France (EDF). A lot is riding on the fate of this credit, which bears an initial commitment fee of just 4 basis points for the first three years rising to five for the next seven. The French Treasury badly needs a conspicuous success to offset the lacklustre performance of earlier packages for Gaz de France and SINC, the state railways.

Latest indications are that the deal is meeting fairly strong demand, though a precise out-turn is still hard to calculate because the borrower has set a 50 per cent limit on participations by Japanese and French institutions. This means that the final size of the deal will depend heavily on subscriptions from banks of other nationalities and it will probably take until the middle of this week before the counting is over.

An increase in the total amount already looks a strong possibility.

Sanofi, the French pharmaceutical concern is raising \$250m through a five-year, revolving credit facility to back up issue of Eurocommercial paper. Led by Credit Suisse First Boston, this deal carries a commitment fee of 5 basis points for the first two years, rising to 6/4 points for the remaining three. The credit is divided into two equal tranches, the first of which bears interest at a margin of 1/4 per cent over Libor and must be fully used before the second tranche is drawn. This carries a slightly higher spread of 15 basis points.

Italy's credit concern Istituto Mobiliare Italiano and a group of other public sector entities are renegotiating through Citicorp a deal arranged jointly in 1980. The outstanding balance of this \$425m credit which was due to mature in 1989 is \$192m. Under the new terms it will be divided into three separate tranches, two of which mature in 1989 and 1990 respectively and carry interest at a margin of 1/4 per cent.

The D-Mark sector turned optimistic ahead of the outcome of yesterday's Lower Saxony election, a trial of strength for the Christian Democratic party. However, no tendency to purchase D-Mark fixed rate Eurobonds developed.

In this context the most successful D-Mark deal of the week was a DM 200m floating rate note (FRN) issue for Midland Bank. Investors enthused about this since it was the first bank FRN for some time not to bear an interest rate cap. Its launch has dispelled the gloom in the market for bank FRNs which set in after a crop of capped issues was launched last year.

Elsewhere in Europe the sterling market showed signs of depression on the announcement of a 3 per cent rise in Sterling M3 (broad money supply) last Tuesday, and comments by Mrs Margaret Thatcher, the Prime Minister, that

bonds narrowed rather than widened.

In contrast, a \$150m 8 1/4 per cent eight-year bond for Sweden, also launched through an "issuing window" provided by Thursday's drop in May retail sales, saw its spread over US Treasury bonds widen from around 45 basis points at launch to about 60 by Friday afternoon.

Some European continental currency sectors of the Eurobond market showed a firmer undertone, with dealers still bullish on medium term possibilities of interest rate cuts, but limited inclination to acquire new bonds.

Eurobonds ticked up about 1/4 point in price as dealers began to feel the market was oversold. This enabled Banque Paribas Capital Markets to launch an Ecu \$5m 7 1/4 per cent seven-year deal for Gilette, meeting an enthusiastic response from investors.

The key seemed to be to divorce the swap transaction from the Euro-

EUROBOND MARKET TURNOVER (Tens of millions)				
Primary Market	Secondary Market	Other	FRN	Other
US\$	2,385.3	85.8	2,016.5	1,726.5
DM	2,658.1	216.6	2,441.5	1,987.7
Other	288.5	-	288.5	22.3
FRN	1,512.7	-	1,512.7	-
Secondary Market				
US\$	21,858.9	1,187.7	12,067.2	3,891.7
DM	20,014.4	1,184.5	12,282.2	4,564.7
Other	15,875.3	382.8	2,982.7	3,883.4
FRN	9,277.9	148.8	3,915.2	3,023.7
Total				
US\$	24,787.8	1,373.0	14,083.9	5,618.9
DM	22,672.5	2,368.1	14,563.7	6,549.3
Other	16,263.8	531.3	3,968.4	7,968.1
FRN	9,791.4	301.1	4,428.3	3,907.4

Week to June 12 1986 Source: ASD

For the market to consider EDF's commitment fee as a new benchmark this would, however, have to be substantial, bringing the facility up to the \$150m range, and that could still be easier said than done. Some bankers reported on Friday that they have been sceptical to an unusually hard sell by the borrower.

The D-Mark sector turned optimistic ahead of the outcome of yesterday's Lower Saxony election, a trial of strength for the Christian Democratic party. However, no tendency to purchase D-Mark fixed rate Eurobonds developed.

In this context the most successful D-Mark deal of the week was a DM 200m floating rate note (FRN) issue for Midland Bank. Investors enthused about this since it was the first bank FRN for some time not to bear an interest rate cap. Its launch has dispelled the gloom in the market for bank FRNs which set in after a crop of capped issues was launched last year.

Elsewhere in Europe the sterling market showed signs of depression on the announcement of a 3 per cent rise in Sterling M3 (broad money supply) last Tuesday, and comments by Mrs Margaret Thatcher, the Prime Minister, that

bonds narrowed rather than widened.

In contrast, a \$150m 8 1/4 per cent eight-year bond for Sweden, also launched through an "issuing window" provided by Thursday's drop in May retail sales, saw its spread over US Treasury bonds widen from around 45 basis points at launch to about 60 by Friday afternoon.

Some European continental currency sectors of the Eurobond market showed a firmer undertone, with dealers still bullish on medium term possibilities of interest rate cuts, but limited inclination to acquire new bonds.

Eurobonds ticked up about 1/4 point in price as dealers began to feel the market was oversold. This enabled Banque Paribas Capital Markets to launch an Ecu \$5m 7 1/4 per cent seven-year deal for Gilette, meeting an enthusiastic response from investors.

cent. The remainder will now mature in 1989 and carry interest at a margin of 1/4 per cent.

Cameron is shortly to launch a \$120m credit to finance a highway project. This will be a co-financing deal with the World Bank. Terms are still under negotiation, but an initial mandate has been awarded to Banque Indosuez, Bank of Tokyo, Credit Commercial de France, Industrial Bank of Japan, National Westminster and Standard Chartered.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Avies, the Spanish motorway operator, is raising DM 250m to replace a financing arranged last year totalling DM 250m and SF 50m. Led by First Chicago, Industrial Bank of Japan and Cezar, the Spanish savings bank, the eight-year deal will bear interest at a margin of 20 points over Libor rising to 25 basis points after four years. This is a sharp reduction in margins compared with the previous deal which carried a split 1/4-1/4 per cent spread.

Italians back move on stock transfers

By James Burton in Rome

THE ITALIAN Parliament has taken an important step which could help speed up the transfer of shares on the Milan stock exchange.

The Senate has approved a bill which will ease the functioning of a company named Monte Titoli, the purpose of which is the storing and transfer of share certificates.

The several fold increase in trading volumes on the Milan stock exchange in the past year has frequently created chaos in the clearing of share certificates.

The issue has angered stockbrokers and institutional investors in London and New York who in some cases decided to boycott the Milan market.

Monte Titoli was set up in 1978 by several leading Italian banks to operate as a clearing house for share certificates, but it did not start functioning until 1982.

Its operation was limited because it was constituted as a fiduciary company, holding the share certificates on behalf of clients. It still has less than 10 per cent of all business on the stock exchange.

The newly approved legislation changes Monte Titoli's status into that of a service company. This should encourage more banks and their clients to make use of it.

But it is not expected that the change in status will produce a dramatic increase in the amount of business handled by Monte Titoli.

For one thing it will take some weeks for the new system to come into effect. Even then it may be necessary to overcome lingering resistance to the concept from some banks and financial operators.

Observers of the Italian stock exchange see the change in Monte Titoli as an important first step to the eventual creation of a purely electronic share transfer system in Milan.

Foreign banks set for German bond group

By Jonathan Carr in Frankfurt

FOREIGN BANKS incorporated in West Germany are today expected to learn under what conditions they will be admitted - probably from next month - to the consortium which places federal government, post office and railway bonds.

Details are likely to emerge during discussions between leading foreign banks in Frankfurt and Mr Claus Koehler, the member of the Bundesbank directorate responsible for the capital markets.

In talks between Mr Koehler and German bank representatives on Friday, it was agreed in principle that foreign banks should participate in the federal bond consortium. In particular, it is recognised that foreigners are buying a large, and increasing share of German domestic bonds.

However, it is understood that German banks are unhappy about the Bundesbank's proposal that foreign banks should have a share in the consortium of as much as 20 per cent.

So far only German banks (about 70 of them) have been allowed to take part in the group and some, notably public sector banks, feel their shares are too low.

In today's talks the Bundesbank is expected to stress the importance of reciprocity, meaning that foreign banks' home countries should offer similar facilities to German banks.

Last year foreign banks were permitted for the first time to lead-manage D-Mark Eurobond issues, but the Japanese were excluded on the grounds that so far Tokyo did not offer similar benefits.

The Bundesbank is also likely to stress that consortium membership involves duties as well as benefits - in particular a commitment by banks to take their agreed quota of federal bond issues, even when they might prefer to opt out.

Royal Insurance in sterling paper plan

By Peter Montagnon, EUROMARKETS CORRESPONDENT

ROYAL INSURANCE has become the first UK insurance company to announce a sterling commercial paper programme. It has appointed Barclays and S. G. Warburg to act as dealers for up to £50m (\$76m).

The issue is likely to be a first test of whether companies can issue paper directly out of the UK before changes in the Companies Act have been completed allowing this to be done without a prospectus.

Until now it has been generally assumed that such an issue would contravene the Companies Act. UK borrowers who have tapped the market have had to do so through the means of an offshore financing vehicle.

But frustration over the delays this has caused in developing the new commercial paper market has led some companies to look at other possibilities. Royal is one company which believes direct sales of commercial paper are legal, provided the offer for sale is made orally rather than in writing.

"We think the oral method of issue does fall within the legal possibilities," said Mr David Malcolm, chief investment manager at Royal. This was provided dealers placed the paper directly with end-investors so that extensive secondary trading did not develop.

For this reason any paper sold directly before the Companies Act is amended, probably late this year, would be for short-term maturities only. Royal will only issue if it finds it actually needs the funds.

Mr Malcolm said the commercial paper programme would add to the range of financing options available to the company.



CHRYSLER
FINANCIAL CORPORATION

New Zealand \$65,000,000

17% Subordinated Notes Due August 1990

MORGAN GUARANTY LTD

BANQUE PARIBAS CAPITAL MARKETS LIMITED
SWISS BANK CORPORATION INTERNATIONAL LIMITED

KREDITBANK INTERNATIONAL GROUP
WESTPAC BANKING CORPORATION

BANQUE BRUXELLES LAMBERT S.A.
BANQUE INTERNATIONALE A LUXEMBOURG S.A.

BANQUE GENERALE DU LUXEMBOURG S.A.
BERLINER HANDELS- UND FRANKFURTER BANK

CIBC LIMITED
DAIWA EUROPE LIMITED

CREDIT SUISSE FIRST BOSTON LIMITED
CREDITANSTALT-BANKVEREIN

EUROPEAN BANKING COMPANY LIMITED
GENOSSENSCHAFTLICHE ZENTRALBANK A.G.

DRESDNER BANK AKTIENGESSELLSCHAFT
GENERALE BANK

HAMBROS BANK LIMITED
SAMUEL MONTAGU & CO. LIMITED

F.W. HOLST & CO.
MERRILL LYNCH CAPITAL MARKETS

UNION BANK OF SWITZERLAND (SECURITIES) LIMITED

SALOMON BROTHERS INTERNATIONAL LIMITED
S.G. WARBURG & CO. LTD.

29th August, 1985

These securities are not registered under the Securities Act of 1933 and may not be offered or sold in, or to nationals or residents of the United States. This announcement appears as a matter of record only.



CHRYSLER
FINANCIAL CORPORATION

U.S. \$100,000,000

10% Notes Due 1990
and Warrants to Purchase
U.S. \$100,000,000 10 3/8% Notes Due 1994

MORGAN GUARANTY LTD

BANQUE PARIBAS CAPITAL MARKETS LIMITED
ORION ROYAL BANK LIMITED

MERRILL LYNCH CAPITAL MARKETS
SALOMON BROTHERS INTERNATIONAL LIMITED

SWISS BANK CORPORATION INTERNATIONAL LIMITED

BANKAMERICA CAPITAL MARKETS GROUP
BANQUE NATIONALE DE PARIS

BANK BRUSSEL LAMBERT N.V.
BERLINER HANDELS- UND FRANKFURTER BANK

CHEMICAL BANK INTERNATIONAL GROUP
CREDIT LYONNAIS

CIBC LIMITED
CREDIT SUISSE FIRST BOSTON LIMITED

DEUTSCHE BANK CAPITAL MARKETS LIMITED
DRESDNER BANK AKTIENGESSELLSCHAFT

DOMINION SECURITIES PITFIELD LIMITED
EBC AMRO BANK LIMITED

FIRST INTERSTATE CAPITAL MARKETS LIMITED
SOCIÉTÉ GÉNÉRALE

MORGAN STANLEY INTERNATIONAL
UNION BANK OF SWITZERLAND (SECURITIES) LIMITED

S. G. WARBURG & CO. LTD.

WOOD GUNDY INC.

28th February, 1986

These securities are not registered under the Securities Act of 1933 and may not be offered or sold in, or to nationals or residents of the United States. This announcement appears as a matter of record only.

**AB Electrolux**

(Incorporated with limited liability under the laws of Sweden)

U.S.\$150,000,000**7⁵/₈ per cent. Notes due 1993**

Swiss Bank Corporation International Limited

Credit Suisse First Boston Limited

Deutsche Bank Capital Markets Limited

Enskilda Securities
Standardinvest Enskilda Limited

Merrill Lynch Capital Markets

Morgan Guaranty Ltd

Algemene Bank Nederland N.V.

Banque Générale du Luxembourg S.A.

Banque Nationale de Paris

Banque Paribas Capital Markets Limited

Baring Brothers & Co., Limited

Chase Investment Bank

Citicorp Investment Bank Limited

Commerzbank Aktiengesellschaft

Dresdner Bank Aktiengesellschaft

EBC Amro Bank Limited

Generale Bank

LTCB International Limited

The Nikko Securities Co., (Europe) Ltd

Nomura International Limited

Post- och Kreditbanken, PKbanken

Salomon Brothers International Limited

J. Henry Schroder Wagg & Co. Limited

Société Générale

Svenska Handelsbanken Group

Union Bank of Switzerland (Securities) Limited

S. G. Warburg & Co. Ltd.

New Issue

This announcement appears as a matter of record only.

May, 1986

**SBC Finance
(Cayman Islands) Ltd.**
£100,000,000**9¹/₄ per cent. Guaranteed Notes due 1991**of which £75,000,000 has been issued
as the Initial Tranche

guaranteed by

Swiss Bank Corporation

Swiss Bank Corporation International Limited

Morgan Guaranty Ltd

S.G. Warburg & Co. Ltd.

New Issue

This announcement appears as a matter of record only.

May, 1986

«Holderbank»**«Holderbank» Financière Glaris Ltd.**

(Incorporated in Switzerland)

Placement of

90,000 Bearer Participation Certificates

of Sfr. 50 par value each

in the Federal Republic of Germany

"German Tranche"

Swiss Bank Corporation International Limited

Schweizerischer Bankverein (Deutschland) AG

Bayerische Vereinsbank Aktiengesellschaft

Berliner Handels- und Frankfurter Bank

Commerzbank Aktiengesellschaft

CSFB-Effektenbank AG

Deutsche Bank Aktiengesellschaft

Dresdner Bank Aktiengesellschaft

Schweizerische Bankgesellschaft (Deutschland) AG

Westdeutsche Landesbank Girozentrale

Bayerische Hypotheken- und Wechsel-Bank Aktiengesellschaft

Bayerische Landesbank Girozentrale

Joh. Barenberg, Gossler & Co. Citibank Aktiengesellschaft

DG BANK Deutsche Genossenschaftsbank

Georg Hauck & Sohn Bankiers-Kommanditgesellschaft auf Aktien

Merck, Finck & Co.

Sal. Oppenheim jr. & Cie

Trinkaus & Burkhardt

New Issue

This announcement appears as a matter of record only.

May, 1986

HunterDouglas

HUNTER DOUGLAS N.V. incorporated in the Netherlands Antilles

Secondary Offering of 2,639,801 Common Shares

in bearer form

of Dfl. 1.00 par value each

Swiss Bank Corporation International Limited

Pierson, Holding & Pierson N.V.

Banca Commerciale Italiana

Banque Paribas Capital Markets Limited

Commerzbank Aktiengesellschaft

Credit Suisse First Boston Limited

Enskilda Securities
Standardinvest Enskilda Limited

S.G. Warburg & Co. Ltd.

Nomura International Limited

France
Banque Paribas Capital Markets LimitedItaly
Banca Commerciale ItalianaJapan
Nomura International LimitedNetherlands
Pierson, Holding & Pierson N.V.Amsterdam-Rotterdam Bank NV
Bank Mees & Hope NV
Kempen & Co. N.V.Algemene Bank Nederland N.V.
Nederlandsche Middenstandsbank n.v.
Rabobank NederlandScandinavia
Enskilda Securities
Standardinvest Enskilda Limited

Bergen Bank A/S

Privatbanken A/S

Swiss Bank Corporation International Limited

Credit Suisse First Boston Limited

Banca del Gottardo

Banca della Svizzera Italiana

Bank Julius Baer & Co. AG

Bank Leu International Ltd

Bank J. Vontobel & Co. AG

Compagnie de Banque et d'Investissements, CBI

Handelsbank N.W. (Overseas) Ltd.

Lombard Odier International Underwriters S.A.

Pictet International Ltd.

Swiss Volksbank

United Kingdom

Swiss Bank Corporation International Limited

S.G. Warburg & Co. Ltd.

Placement of the Shares by Cazenove & Co.

West Germany

Commerzbank Aktiengesellschaft

Berliner Handels- und Frankfurter Bank

DG BANK Deutsche Genossenschaftsbank

Trinkaus & Burkhardt

Vereins- und Westbank Aktiengesellschaft

Other Countries

Swiss Bank Corporation International Limited

This announcement appears as a matter of record only.

May, 1986

**Swiss Bank Corporation International Limited**

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

CORPORATE FINANCE

Bourse fall may upset Belgian bank issues

IS THE Belgian stock market's recent setback a temporary hiccup—or is the slide in share prices of more lasting significance?

The answer is of more than passing interest to the country's "big three" commercial banks—Société Générale de Banque, Bank Bruxelles Lambert and Kredietbank—which have all announced or foreshadowed major rights issues in the last few weeks.

Conscious that by international standards their capital ratios are low, they have all been tempted to ask shareholders for new funds by the strong performance of the stock market in the early months of the year which took the bourse index up by around 25 per cent between early January and mid-May.

The latest move came on Friday when Mr Jan Huyghebaert, president of Kredietbank, revealed that his bank is considering a BFR 4bn (\$890m) issue later this summer. No other details were given but a decision is expected by the end of the month.

That announcement followed Thursday's news of a BFR 3.3bn issue from Bank Bruxelles Lambert—its third increase of capital so far in 1988—and a BFR 7bn issue from Société Générale de Banque, the country's largest bank, at the beginning of May.

BRUXELLES - LAMBERT, the financial group, is negotiating to take around 20 per cent in one of the main holding groups of France's Schneider industrial conglomerate.

The stake to be taken as part of a capital increase planned by Schneider, would enlarge Bruxelles-Lambert's financial muscle at a time when it is seeking to profit from forthcoming changes in France's business landscape arising from the Government's privatisation programme.

Generale de Banque's timing appears to have been perfect for the Belgian stock market peaked in the middle of last month at 3,700. But by the end of last week the index had slipped back to just over 3,500 amid a general weakening of share prices, thereby inevitably creating a degree of uncertainty for BBL and Kredietbank.

According to one local stockbroker three factors have been responsible—the recent unwillingness of the market to absorb a Government bond carrying a coupon of 7.25 per cent, thus disappointing expectations for further interest rate falls; concern that the Belgian Government may not have delivered a sufficiently tough response to the state of public

sector strikes; and the simultaneous weakness of other European bourses such as Paris and Milan.

With tentative signs that union opposition to the Government's policies may be losing its momentum and evidence that foreign institutions have not been selling Brussels, there is some hope in Brussels that the worst of the fall may be over.

The problem of Belgian banks' undercapitalisation, however, is likely to remain. Traditionally capital ratios in Belgium have been low by international standards because of the detailed application of the rules of the Bank Commission, the country's main supervisory body.

These companies have control of the Schneider empire which comprises mainly of Merlin-Gerth, the electrical group, Spie Batignolles, the Dutch concern and Jeumont-Schneider, the telecommunications and transport group.

Although negotiations have not yet been finalised, Bruxelles-Lambert could take the 20 per cent in either of the two Schneider holding companies Société Parissienne d'Etudes et de Participations (SPEP) or Société Parissienne Industrielle et Financière (Sopifin).

Paribas, the nationalised financial group, has a 12 per cent stake in SPEP while Framatome, the French nuclear reactor builder, is believed recently to have acquired a stake in a Schneider holding company on the bourse.

These require that for every BFR 100 lent to the private sector banks have to show BFR 5 in equity, but the same amount lent to the Belgian Government need not be backed up by any equity at all. In Belgium the state is a major and persuasive borrower of funds.

Up-to-date information is hard to come by but figures from Kredietbank show that tangible net worth plus an element of subordinated loans as a proportion of total assets were roughly 2.7 per cent at BBL and Generale de Banque at the end of their last financial years (September and December 1985 respectively) and just over 3 per cent at Kredietbank at the end of March 1987.

BBL claims that taking into

account the proceeds of last week's issue (a 1-for-8 priced at BFR 2,550 per share) its key ratio will rise to between 4 and 5 per cent.

At the moment Belgian banks are allowed to include for ratio purposes an amount of subordinated loan up to 50 per cent of their equity. But there is a feeling that in line with international practice that proportion may in the future be reduced. It is also possible that the Bank Commission may increase from 5 to 6 per cent the minimum capital backing for loans to the private sector.

The main reason for the BBL issue, however—and a powerful incentive for the other banks—is a desire to bring its capital ratio more into line with the European average. "We need a higher capital base to win the full confidence of overseas clients," the bank explained.

Manufacturers Hanover Trust has agreed to sell the retail operations of its wholly owned Belgian subsidiary, Manufacture Hanover Bank/Brussels, to Chase Banque de Commerce, a Belgian subsidiary of Chase Manhattan. The unit has roughly \$100m in retail deposits.

Manufacturers Hanover is also to discontinue the wholesale banking activities of its Belgian subsidiary and to shift responsibility for the Benelux corporate banking business to the bank's other European branches.

Tim Dickson

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book Runner	Offer yield %
U.S. DOLLARS							
United States Tel. Corp. §	50	2001	15	5 3/4	100	Donald Hamilton Lambert	5.75
Yamaichi Sec. Co. §	40	1996	10	4	100	Yamaichi Int. (Eur)	4.00
Yamaichi Sec. Co. §	30	1993	7	3 1/4	100	Yamaichi Int. (HK)	3.25
Sunrise Medical §	25	1998	10	7 1/4	100	Kidder Peabody	7.25
Hatch Credit §	40	1991	5	2 1/4	100	Monroe Int.	2.75
Viacom Int. §	200	2001	15	5 1/4	100	CSFB	5.25
PG Electric Corp. §	50	1991	5	5 1/4	100	Monroe Int.	5.25
Mar. Int. & Oceanic §	150	1996	10	8 1/4	100 1/4	CSFB	8.25
Centrust Savings Bank (a) §	100	1996	10	15 1/2	100	Barque Paribas Cap. Mkts	15.25
Hongkong Bank (a) §	400	1991	5	3 1/4	100	Morgan Guaranty	3.25
Denmark §	300	1991	7	5 1/4	100 1/2	Goldman Sachs	5.12 1/2
Morgan Stanley (a) §	200	1993	7	8 1/4	100	Morgan Stanley Int.	8.12 1/2
Morgan Stanley (a) §	100	1991	5	8 1/4	101 1/4	Morgan Stanley Int.	8.12 1/2
Morgan Stanley (a) §	100	1993	7	8 1/2	102 1/4	Salomon Bros. Int.	8.12 1/2
Shawmut Bank §	100	1993	7	5	101 1/4	Monroe Int.	5.12 1/2
Glory Ltd. §	50	1993	7	3 1/2	100	Yamaichi Int. (Eur)	3.25
Sweden §	150	1994	8	8 1/4	99 1/2	CSFB	8.25
Belgian Centrale Bank (a) §	50	1980	3	2 1/2	100	Bank of Tokyo Int.	2.25
Fort Motor Credit §	200	1989	3	8	100 1/4	Goldman Sachs	7.50
CANADIAN DOLLARS							
Bank of Montreal §	75	1989	3	8 1/4	101	Goldman Sachs Int.	8.25
Manitoba Hydro §	50	1991	5	8 1/4	100 1/4	Shearman & Sterling	8.25
Manitoba Hydro §	75	1991	5	10	100 1/4	Toronto Dominion Int.	8.25
AUSTRALIAN DOLLARS							
Westpac Banking Corp. §	30	1991	5	13	101 1/4	Deutsche Bank Cap. Mkts	12.50
D-MARKS							
Santander Textil Co. §	50	1993	7	1 1/4	100	WestLB	1.25
Bsp. Industrie W. §	200	1992	10	5 1/4	100	DE Bank	5.75
Wolfsburg Bank §	300	1990	12	1 1/4	100	Tiempo & Staudardt	1.25
Wolfsburg Bank §	150	1993	7	3	100	CSFB	3.00
Wolfsburg Bank §	75	1989	3	3 1/4	100	Deutsche Bank	3.50
SWISS FRANCES							
Bank of Geneva §	100	1994	—	(5 1/2)	(99)	U. della Svizzera Int.	—
Bank of Geneva §	100	1994	—	5 1/4	99 1/4	Credit Suisse	5.14
Bank of Geneva §	200	1991	—	(5 1/4)	(100)	Sofina	—
Bank of Geneva §	25	1991	—	1	100	Bsp. Paribas (Swiss)	1.00
Bank of Geneva §	30	1991	—	1	100	Credit Suisse	1.00
Bank of Geneva §	60	1996	—	5	100	UBS	5.00
Bank of Geneva §	200	1994	—	(5 1/4)	(100)	Bsp. Paribas (Swiss)	4.87 1/2
Bank of Geneva §	15	1981	—	4 1/4	100	U. della Svizzera	—
Bank of Geneva §	12	1986	—	(6 1/4)	100	Bsp. Paribas (Swiss)	4.87 1/2
Bank of Geneva §	150	1991	—	(1 1/4)	100	Bsp. Paribas (Swiss)	4.87 1/2
Bank of Geneva §	20	1991	—	4 1/4	100	Swiss Volksbank	4.87 1/2
STERLING							
Yamaichi Sec. Co. §	20	1991	5	3 1/4	100	Yamaichi Int. (Eur)	3.25
Alloy National (a) §	200	1993	7	10 1/2	100 1/2	Samuel Montagu	—
FINNISH MARKKA							
WAB (a) §	125	1991	5	9 1/4	100	K.O.P.	9.25
SEK							
C. Bank §	100	1991	5	2 1/4	100	Barque Paribas	2.25
CECE (a) §	200	2006	20	1 1/4	100	Barque Paribas	—
CECE (a) §	55	1993	7	7 1/4	100 1/4	Barque Paribas Cap. Mkts	7.40
DUTCH GUILDERS							
Industriale §	200	1996	10	6 1/2	99	ABN	6.50
FRENCH FRANCES							
Air France (FYT) §	600	1996	10	8 1/4	101	CCF	8.50
Soc. de Ciments Français §	350	1996	10	6 1/2	100	Barque Paribas	6.50
DANISH KRONER							
Statens §	400	1996	10	8 1/4	100	Copenhagen Handelsbank	8.47 1/2
LINE							
AT&T §	100m	1993	7	10 1/4	—	Instituto Banc. San Paulo	—
YEN							
Bank of Tokyo §	15m	1993	7	5 1/4	100 1/4	Bank of Tokyo Int.	5.91
Bank of Tokyo §	7.5m	1996	10	8 1/4	100	Morgan Stanley Int.	8.12 1/2
Bank of Tokyo §	10m	1991	5	8	101 1/4	Barque Paribas	8.12 1/2
Bank of Tokyo §	10m	1991	5	8	101 1/4	Barque Paribas	8.12 1/2
Bank of Tokyo §	20m	1993	7	6 1/4	101 1/4	Edison Int. Bank	6.00
Bank of Tokyo §	3.2m	1996	10	8-10 1/4	101 1/4	ITC	—

*Not yet priced. § First term. ** Private placement. † Floating rate note. ‡ With rapidly warrants. (a) Libor + 5 basis points. (b) 1/2 over 3m Libor. (c) 1/2 over 3m Libor. (d) 1/2 over 3m Libor. (e) 1/2 over 3m Libor. (f) Margin over medium-term state notes with fixed-rate option. (g) Deferred coupon. (h) 100p over 3m Libor. (i) 200p over 3m Libor. (j) 1/2 over 3m Libor. (k) Dual currency. (l) Additional Finnish markka 125m in Finnish market. Note: Yields are calculated on ASB basis.

Bergen Bank increases operating profit by 51%

BY FAY GJESTER IN OSLO

BERGEN BANK, Norway's third largest commercial bank, achieved sharply higher profits for the first four months of 1988 despite tough credit market regulations which hit interest margins.

The improvement—operating profits rose by 51 per cent—le attributed both to slower cost increases and significantly improved earnings from other activities, particularly trading in securities and foreign currencies.

The outlook for the rest of 1988 is described as less certain, following Norway's change of government and the "wild political situation." The bank notes that the promised austerity policy is likely to lead to a slowdown in lending growth.

"The operating results for the next eight months will

largely depend on the money and credit measures adopted by the authorities," the bank says.

Operating profits before bad debt allocations were NKR 265m (\$35.3m) for the four months. This represented 1.78 per cent of average total assets compared with 1.51 per cent in the same period last year. Net interest earnings rose NKR 88m to NKR 456m.

The marked growth in the bank's lending over the period—52 per cent to just over NKR 32bn—has been largely financed by borrowing on the money market, where rates have risen.

Operating costs rose 20 per cent to NKR 434m, but as a proportion of average total assets fell below 3 per cent for the first time ever—to 2.92 per cent, compared with 3.13 per cent

Kanebo 11% ahead on sales little changed

By Our Financial Staff

KANEBO, the large Japanese fabrics and cosmetics group, boosted pre-tax profits of 10.88 per cent to Y8.12bn (\$49m) in the year to April, on sales which edged just 1.3 per cent higher to Y330.78bn.

As expected, the dividend has been increased to Y4 a share from the Y3 paid the previous year, when the company restored cash distributions to shareholders.

This was paid from net earnings per share of Y6.24 against Y5.40, or Y2.81bn in total compared with Y2.43bn.

Kanebo refrained from making any forecast for the current year, which will bring it to its centenary. The company has been diversifying recently into fashion as well as into pharmaceuticals.

Trading link for Chicago and Toronto exchanges

BY DAVID OWEN IN CHICAGO

A COMPUTER-BASED international trading link is to be established today between Chicago's Midwest Stock Exchange and the Toronto Stock Exchange in Canada.

The link, agreed in principle in January, 1985, will enable member brokerage firms on both exchanges to trade initially in 19 dual-listed stocks—12 Canadian-based and seven US-based issues.

"We view this link as a major step towards establishing international markets," said TSE. Mr Donald Page, the TSE chairman. "By linking the TSE market with others, we are starting to build a network of central order book markets that are both highly liquid and well regulated."

As well as creating a more

liquid market for the dual-listed stocks, it is expected that associated brokerage costs will be considerably reduced. Faster execution should also lessen the risk of major share price shifts between order placement and completion.

Orders are to be transmitted between the two trading floors using the exchange's existing automated trading system. Trades originated in Chicago will be settled at the Midwest Clearing Corporation, while Toronto originated orders will pass through the Canadian Depository for Securities Ltd. A mechanism for the immediate conversion of US and Canadian dollars is in place in Toronto, allowing members of both exchanges to settle in their own currencies.

All these Notes having been sold, this announcement appears as a matter of record only.

June 1988

ALLIANCE LEICESTER

Alliance & Leicester Building Society

Issue of up to
£200,000,000 Floating Rate Notes 1993
of which £50,000,000 has been issued as the
Subsequent Tranche

Salomon Brothers International Limited

S.G. Warburg & Co. Ltd.

All these securities having been sold, this announcement appears as a matter of record only.



Investors in Industry International B.V.

Issue of up to

£100,000,000 10 per cent. Guaranteed Notes 1993

unconditionally and irrevocably guaranteed by

Investors in Industry Group plc

of which £60,000,000 has been issued as the Initial Tranche
at an Issue Price of 100% per cent.

S. G. Warburg & Co. Ltd.

Banque Paribas Capital Markets Limited

Barclays Merchant Bank Limited

County Bank Limited

IBJ International Limited

Lloyds Merchant Bank Limited

Merrill Lynch Capital Markets

Samuel Montagu & Co. Limited

Nomura International Limited

The Royal Bank of Scotland plc

Salomon Brothers International Limited

Westdeutsche Landesbank Girozentrale

UK COMPANY NEWS

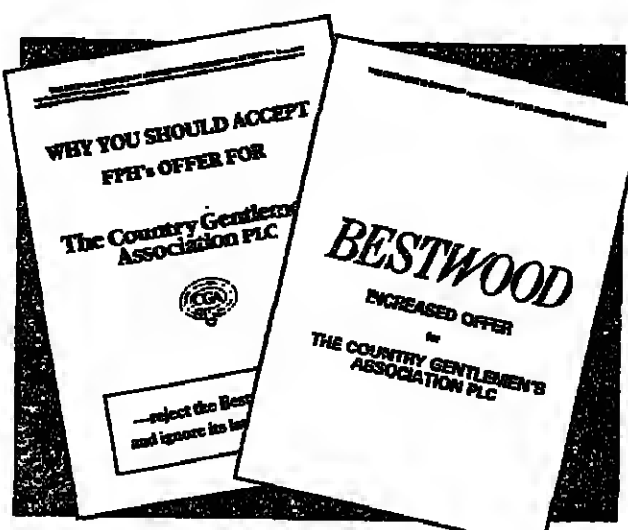
Martin Dickson looks at the contest for control of CGA

Draw of the country

ONE OF the more curious yet contentious takeover battles of recent months will reach a climax tomorrow when two rival, neck-to-neck bidders, will discover whether either of them has won control of the Country Gentlemen's Association.

The CGA may be quaintly named, and some of the services it offers its members may smack of a more relaxed, agrarian era, but the ferocity of the £10m takeover battle demonstrates that it has some valuable assets in particular 27,000 members drawn from the top strata of society.

The CGA's free monthly magazine, Country, gives some flavour of their interests. The latest issue includes articles on the history of the Fortnum & Mason picnic hamper, and on the advantages of sub-dividing stately homes for multi-occupation.



There is also a special discount offer on extendable aluminium ladders suitable for the annual task of repair, renovation and decoration which is historically the lot of the property owner.

"The members are everything from the impoverished well-heeled to the very rich but hairy-headed," says Mr Peter Earle, the CGA's 62-year-old chairman, who has been with the organisation since the early 1950s.

And that base is highly attractive to two small but ambitious companies wishing to build up niche financial service businesses, with a strong private client bias.

On the one side is Bestwood, a quoted industrial, property and financial services group with interests including Atlanta Investment Trust. It is headed by Mr Tony Cole, who made a first, unsuccessful bid for the CGA in 1984.

He was frustrated by a notably White Knight: Lord Tanlaw, a liberal peer and member of the Inland Revenue family, whose settlement snatched up 24 per cent of the Association. But after quitting the CGA board this January, Lord Tanlaw decided to back a fresh bid from Mr Cole.

On the other side is Fredericks Place Group, an unquoted financial services concern which used to be known as Hill Woolgar, the issuing house which specialises in raising funds for smaller companies. It recently took over Spencer Thornton, the stockbroker with 4,500 private clients.

Fredericks Place is headed by Mr Stuart Goldsmith, formerly of Britannia Arrow Holdings, where he built up an investment management division. Fredericks Place slapped in a rival bid which has won the recommendation of the CGA board.

But with each side claiming valid acceptances for 45 per cent of the equity, and more in the pipeline, the contest could easily end in a stalemate, and this might open the way for yet another bid by a third party.

The battle has produced some dark—but unproven—allegations of concert parties buying rival shares in an attempt to clinch victory. CGA shares, which stood at less than 58p before the battle, have soared to £22, far above the value of the two offers, which in any case would leave shareholders with exit p/y of around 60.

The subject of all this attention began life in the late 19th century as a kind of cut-price gentlemen's co-operative—buying heavy supplies such as fertiliser and fencing for the landed gentry.

Up to the 1970s its main activity remained that of an up-market mail order house, delivering everything from toilet paper to garden tools to the stately (and not so stately) homes of Britain. The advent of rival discount businesses has reduced that to a very limited (and last year loss-making) operation—though it does at least maintain a decent wine club.

The place of the mail order business has been taken by a profitable financial services business, which emerged gradually over the years out of a land agency section. Its most profitable business is insurance broking (with a client base extending beyond CGA members). Other services include investment management, taxation and accounting advice.

Since 1913, the CGA has been based in a purpose-built mock tudor mansion in Letchworth, Hertfordshire, though its membership is concentrated mostly in Kent, Surrey, Sussex and Hampshire. It also has a network of 10 branch offices across the country, dealing with insurance and professional services, which Fredericks Place and Bestwood see as a useful base for geographical expansion.

The profits generated by all this have been neither large nor consistent. "They have had a rather ridge and furrow profile," says Mr Earle, with an approvingly rural turn of phrase. "Looking around the £1m mark." Pre-tax profits in the year to March have been estimated at not less than £260,000.

Fredericks Place and Bestwood have similar plans for the association, should they win control, using it as a ready-made network to offer a variety of services to well-heeled clients.

However, Mr Goldsmith stresses that the CGA should not be used for selling other products. "This is a very conservative client base, which values the service it gets. The last thing members will want is dramatic changes." Each side argues that it will be able to offer the CGA a superior range of services, with Bestwood stressing its investment trust and Fredericks Place its broking.

SHARE STAKES

Changes in company share stakes over the past week include:

A. and J. Mucklow Group — A. J. Mucklow, director, through Anadiss Investments, disposed of 200,000 ordinary 100p and now holds 3,263,391 (6.252 per cent).

G. C. Evans, director, acquired 15,000 through exercise of options at 84p and now holds 96,404 shares (0.1864 per cent).

Calaness Peat Group — B. A. Ursell, director, disposed of an interest in 37,262 fully paid shares at 91p. He continues to hold 1,000 ordinary and options to subscribe for a further 311,738 such shares.

Director, H. Kudman, disposed of 132,000 ordinary shares at 91.25/32p and now holds 1,451,000 (22.1 per cent). Director, V. Below, disposed of 66,000 ordinary shares at 91.25/32p and now holds 725,500 (11 per cent).

GrandMet rejecting US offer for hotels

By Terry Povey

Grand Metropolitan is set to reject an \$800m (£392m) offer for its hotels division, said recently knighted Stanley Grinstead, group chairman, yesterday. The offer has been made by Trafalgar Holdings, the Los Angeles-based finance house headed by Mr Charles Knapp.

According to the chairman, who has been meeting City institutions over the last week to answer criticisms of Grand Met's recent lacklustre performance, "the offer came out of the blue, we have considered it and the answer is that the hotels are not for sale."

For several weeks there has been market speculation of a bid approach for the whole group but no offer has yet been received.

Trafalgar Holdings is the main vehicle used by the controversial Mr Knapp in several recent bids. Trafalgar was formed by Mr Knapp after he was dismissed as chairman of Financial Corporation of America in September 1984.

FCA was obliged by the regulatory authorities to reveal a \$107m loss in one quarter as opposed to an initially reported net income of \$31m.

The 96-chain Intercontinental Hotel group is the smallest in sales terms of Grand Met's six divisions and in 1985 contributed £37.6m to the group's £453.6m trading profit total. Among the hotels owned by the group are the Mayfair in London and the Carlton, Cannes.

With most of its fully-owned hotels situated in Europe, Intercontinental has clearly been suffering from the fall-off in American tourists and unusually is now offering peak season discounts to shareholders. As of the year end, Grand Met had \$500m invested in its hotels.

According to the chairman: "We regard the hotel sector as a very good long-term investment and have 10 new openings scheduled for this year."

Pickwick equity sale as step towards SE listing

BOARD MEETINGS

Interim	Final	Interim	Final
Carroll Industries, Flevola	Carroll Industries, Flevola	Carroll Industries, Flevola	Carroll Industries, Flevola
Castors and Wools, Guinness, Lencan	Castors and Wools, Guinness, Lencan	Castors and Wools, Guinness, Lencan	Castors and Wools, Guinness, Lencan
Scottish Finance	Scottish Finance	Scottish Finance	Scottish Finance
Amersham International	Amersham International	Amersham International	Amersham International
Chambers	Chambers	Chambers	Chambers
EMAP, Eagle House, Heston	EMAP, Eagle House, Heston	EMAP, Eagle House, Heston	EMAP, Eagle House, Heston
Wood Feeds, Lanco, Lynton, Marshall	Wood Feeds, Lanco, Lynton, Marshall	Wood Feeds, Lanco, Lynton, Marshall	Wood Feeds, Lanco, Lynton, Marshall
Hallas, Scott, Greenham, Unigate	Hallas, Scott, Greenham, Unigate	Hallas, Scott, Greenham, Unigate	Hallas, Scott, Greenham, Unigate
Yellowhammer	Yellowhammer	Yellowhammer	Yellowhammer

capitalisation of about £20m to £30m, probably next year. Pickwick was founded in 1958 and is now a major distributor of records and cassettes. It sells to record shops, supermarkets and chain stores throughout Britain.

Its main activity is licensing back-catalogue pop and classical material from record companies and repackaging them under its own label for sale at a budget price. It has also successfully developed a range of original recorded songs and stories for children.

More recently, Pickwick has gone into the compact disc market and is heavily under-cutting its rivals by offering discs at £7.99 instead of the

usual price of £11.99 to £12.99. It produces its own digital recordings of classical works by leading orchestras and uses other companies' manufacturing capacity, but accepts a lower margin on the selling price than its rivals.

The company sold 17.5m records and cassettes last year and profits are targeted to double this year to £1.5m on turnover of £17m. Growth has been accelerated by the venture into compact discs and by expansion into North America, Australia and New Zealand, where Pickwick has begun to licence other record companies to produce and sell its recordings.

African Lakes runs into the red but confident

African Lakes Corporation has run into a loss, following reduced profits in Malawi, a substantial deficit on mining and engineering in Zimbabwe, and higher losses in Ethiopia.

Turnover rose substantially from £6.58m to £12m in the half year ended January 31 1986, but there was a turnaround from a profit of £355,000 to a loss of £345,000 at the operating stage. The pre-tax loss came to £333,000 (profit £383,000).

As regards the outcome for the current period—which will run for 14 months to September 30 1986—the directors say it is impossible to forecast, but they expect the longer term they are confident.

John Butt Automobiles made a useful contribution to the UK operating results.

Standard's bid defence ready by weekend

Standard Chartered Bank is expected to issue its defence document by the end of this week outlining its objections to the £12m takeover bid from Lloyd Bank.

Advisers to Standard Chartered, merchant bank J Henry Schroder Wagg, were yesterday working on the preparation of the document which is expected to show a dividend forecast for the year is not expected. There have been over the past few weeks a series of approaches from a number of parties. But "Standard Chartered is not seeking a white knight," said Mr Nicholas Jones of Schroder Wagg.

Capel and Paribas in arbitrage fund launch

By Philip Cogan

James Capel and Banque Paribas have launched a new sterling market arbitrage fund, Paribas Corporate Trust. The fund will mainly invest in US traded securities and will aim to exploit pricing anomalies, in particular where companies are involved in takeovers or reorganisations.

Investment risk will be limited by the use of traded options and currency swaps will be used to reduce the impact of exchange rate movements.

Paribas Corporate Trust (Baha-ma) will manage the fund on a day-to-day basis and Paribas North America has subscribed to £25m of deferred ordinary shares and unsecured loan stock on terms which provide income and capital cover for the debenture stock.

LADBROKE INDEX
1,317.123 (+7)
Based on FT Index
Tel: 01-427 4411

Debtenture stock with the nominal value of £100m and 2.5m ordinary shares, at a price of 100p each, have been placed, giving the fund a capitalisation of £125m. The former will be listed on The Stock Exchange but the latter will not.

The five-year stock will carry a coupon of 9.54 per cent on a price of £97.50, giving it a redemption yield of 10.007 per cent, a spread of 100 basis points over equivalent gilts.

Paribas Corporation (Bahama) will manage the fund on a day-to-day basis and Paribas North America has subscribed to £25m of deferred ordinary shares and unsecured loan stock on terms which provide income and capital cover for the debenture stock.

BRISTOL
HEWLETT PACKARD
DU PONT
SUN LIFE
DIGITAL
LONDON LIFE
WELBECK
CLERICAL MEDICAL
ELECTROTECH
BRITISH AEROSPACE
WILLS ROYCE

What's the big attraction?
Is it Bristol's rapidly expanding high technology base? Or our highly skilled workforce? Or the pulling power of a major financial centre with excellent road, rail and air links? Or the allure of our beautiful environment? Of course, it's a combination of factors. How else could Bristol attract all these top companies?

For further forceful arguments, contact Mike West, Bristol's Director of Economic Development.

BRISTOL
The attraction is magnetic
Bristol Economic Development
Office, Brunel House,
St. George's Rd, Bristol BS1 5UY
Tel: (0272) 291620
Telex: 449714 BRIDDO G

Notice is hereby given to all holders of the above-captioned guaranteed negotiable floating rate dollar certificates of deposit (the "Certificates of Deposit") issued on August 6, 1981 by BANCO SUDAMERIS INTERNACIONAL S.A. Panama ("SUDINT"), managed by BANCO SUDAMERIS, Paris, and offered through FIRST CHICAGO PANAMA S.A. ("The Manager") that BANCO SUDAMERIS has combined its operations with those of SUDINT, its wholly-owned subsidiary, in accordance with applicable Panamanian law (Law 32 of 1972 and Law 32 of 1978).

The combination was concluded on July 1, 1986. Following the combination, all of the obligations of SUDINT, including those represented by the Certificates of Deposit, became the direct obligations of BANCO SUDAMERIS by operation of Panamanian law. Thereafter, the assets and liabilities relating to the business operations of SUDINT prior to the combination, including the obligations represented by the Certificates of Deposit, were transferred to and are maintained in BANCO SUDAMERIS, Panama branch.

The combination was evidenced by notarial and registered agreement, as required by Panamanian law, and approved by the Panamanian Banking Commission.

The Paying Agent and Reference Banks remain unchanged.
June 1986
BANQUE SUDAMERIS, Paris

PENDING DIVIDENDS

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last year's announcements except where the forthcoming board meetings (indicated thus*) have been officially notified. Dividends to be declared will not necessarily be at the amounts in the column headed "Announcement last year."

Date	Announcement last year	Date	Announcement last year
Abbey Life ... July 18	Interim	Graat ... July 18	Final 11.75
Alfred ... June 27	Final 1.5	Hazlewood ... July 18	Final 11.429
Amersham ... June 16	Final 3.8	IC Gals ... June 27	Final 3.2
Anglo Group ... June 24	Final 4.15	Infinit Leisure ... July 5	Final 2.6
Assoc ... July 9	Interim 5.5	Land ... July 19	Final 2.6
Avon ... June 23	Final 8.75	Leath ... July 18	Interim 0.9
BSP Inds ... June 28	Final 4.6	Metro ... July 18	Final 4.0
BET ... July 18	Final 11.25	Mitron ... July 18	Final 2.7
BT ... July 18	Final 2.3	Mercury Secs ... June 25	Final 1.75
British Land ... June 18	Final 1.75	Meyer Int ... June 17	Final 3.46
British ... June 18	Final 3.9	Michell ... June 19	Final 1.75
Britvic ... July 12	Interim 3.3	Narberth ... June 19	Final 1.75
Cable and ... June 26	Final 4.9	Racal ... June 23	Final 3
Cape Inds ... June 17	Final 3.1	Racal ... June 23	Final 2.268
Central ... June 18	Final 3.0	Rank ... July 11	Interim 5.5
Charter ... July 17	Final 7.25	Rothschild (J) ... July 1	Final 1.2
Consolidated ... July 17	Final 7.25	Scottish ... July 1	Final 4.19
Daily Mail & ... July 17	Interim 15.5	Thom ... July 1	Final 12.5
Dawson Int ... July 18	Final 2.55	Trusthouse ... June 27	Interim 1.27
EMAP ... June 18	Final 2.08	Unigate ... June 18	Final 5.2
Electric ... July 7	Final 2.005	Union ... June 17	Interim 11.0
Entertain ... July 7	Final 1.04	Ventura ... July 10	Interim 4.0
Fitch Lovell ... June 22	Final 0.7	Whitcomb ... July 10	Interim 4.0
GE ... July 2	Final 2.65	* Board meeting indicated. 1 Right issue since made. 2 Tax free. 3 Scrip issue since made. 4 Forfeited.	
GEI ... July 17	Final 3.91		
Grain ... July 11	Interim 2.53		

U.S. \$70,000,000

Banco Nacional de Desarrollo

(an Autonomous Entity of the Argentine Republic)

Floating Rate Notes Due 1987

For the six months

13th June, 1986 to 15th December, 1986

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest payable on the relevant interest payment date, 15th December, 1986 against Coupon No. 11 will be U.S. \$48.82.

Agent Bank:

Morgan Guaranty Trust Company of New York

London

16th June 1986.

Banco Central de Costa Rica

U.S. \$50,000,000

Floating Rate Notes 1985

Notice is hereby given pursuant to Condition 4 of the Notes that the Notes will carry an interest rate of 8 1/8% from 13th June 1986 to the earlier of 15th December 1986 or the date on which funds are received for the payment of overdue principal.

EBC Amro Bank Limited

(Agent Bank)

16th June 1986.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any securities of the Company.



Scottish Television p.l.c.

(Registered in Scotland No. 42391)

Rights Issue of 2,128,085 Ordinary Shares of 10p each at 285p per share

Enfranchisement of Non Voting 'A' Ordinary Shares of 10p each by their conversion into Ordinary Shares of 10p each
Conversion of 7% (now 4.9% + tax credit) Cumulative Preference Shares of 10p each into Ordinary Shares of 10p each

The Council of The Stock Exchange has admitted to the Official List all of the Ordinary Shares of 10p each issued and being issued

Copies of the circular to shareholders, which includes listing particulars relating to Scottish Television p.l.c., are available in the Extra Statistical Services. Copies of the circular may also be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 4th July, 1986 from:

Scottish Television p.l.c. Dundas & Wilson, C.S. County Limited Company Announcements
Cowcaddan 25 Charlotte Square 11 Old Broad Street Office
Glasgow G2 3PR Edinburgh EH2 4EZ London EC2N 1BB The Stock Exchange
16th June, 1986 Old Broad Street London EC2N 1HP

U.S.\$14,560,000

Short-term Guaranteed Notes issued in Series under a U.S.\$280,000,000 Note Purchase Facility by

Mount Isa Mines (Coal Finance) Limited

Notice is hereby given that the above Series of Notes issued under a Production Loan and Credit Agreement dated 30th March, 1983, carry an Interest Rate of 7 1/8% per annum. The Issue Date of the above Series of Notes is 17th June, 1986, and the Maturity Date will be 17th December, 1986. The Euro-clear reference number for this Series is 22728 and the CEDEL reference number is 316018.

Manufacturers Hanover Limited Issue Agent

16th June, 1986

NOTICE TO HOLDERS OF KAO CORPORATION

US \$70,000,000
3 Per Cent Convertible Bonds 2000

Pursuant to Clause 5(b)(ii) of the Trust Deed dated 12th March, 1985, under which the above Bonds were issued, notice is hereby given to Bondholders that KAO Corporation (the "Company") will merge with Kao Food Company, Limited ("Kao Food"), the Company's wholly owned and controlled subsidiary. After the merger, the Company will continue to exist but Kao Food will cease to exist.

The above mentioned merger is to be submitted to the shareholders of the Company for approval on June 27, 1986 (Japan time). The merger is expected to become effective on April 1, 1987 (Japan time). The merger will not result in an adjustment of the Conversion Price.

KAO CORPORATION
By: The Bank of Tokyo Trust Company as Trustee

Dated: June 16, 1986

FINANCIAL TIMES STOCK INDICES

	June 13	June 12	June 11	June 10	June 9	June 8	1986 High	1986 Low	Since Completion
Government Secs.	81.07	80.63	80.88	81.41	82.21	81.88	94.51	80.58	187.4
Fixed Interest	86.68	86.64	86.57	87.18	87.08	87.06	97.51	86.55	150.4
Ordinary	1312.7	1304.1	1301.1	1314.4	1339.5	1336.9	1426.9	1094.3	1485.0
Gold Miners	194.4	198.5	199.5	206.0	208.7	213.5	357.0	192.5	754.7
FT Act All Share	781.63	778.50	777.60	785.28	788.58	784.80	833.58	664.48	638.58
FS 500	1888.4	1871.8	1871.4	1886.4	1894.8	1811.0	1717.6	1370.1	1717.6

Sale as listing
MEETINGS

LONDON RECENT ISSUES

EQUITIES

[illegible]

FIXED INTEREST STOCKS

[illegible]

RIGHTS" OFFERS

[illegible][illegible]**FINANCIAL TIMES SURVEY**

WORLD PORTS

Publication Date: 26 September

1. Copy Date: 12 September

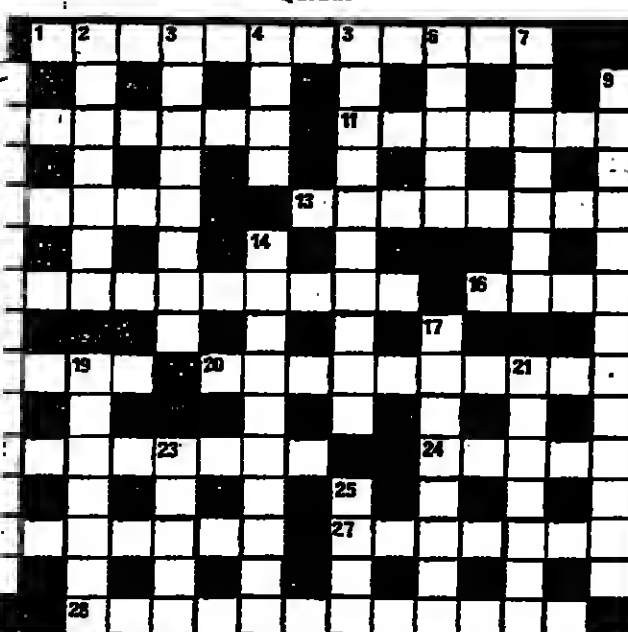
al: Times intends to publish a survey

Ports, the proposed editorial synopsis is set out below:

1. Introduction	5. Oil & Gas
2. Equipment	6. Labour
3. Container Sector	7. Passenger Traffic
4. Bulk Cargos	8. Profiles

Information on advertising can be obtained from:
ROBIN ASHCROFT - TEL: 01-248 8000 Extn 3365

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

FT CROSSWORD PUZZLE NO 6,048**QUARK**

ACROSS

Ed Morgan (Mass.) could be an old painter (7, 5)
 Traversed Nile to opening—
 cheer up (7)
 Confused Mac with hard currency? (7)
 The symbol set in pitch is a beast (5)
 Alps oddly-shaped by fog the bible (8)
 He was associated with early lines (10)
 Letters returned to gratify (4)
 One subtracted from seven would be a (4)
 Union in a get-together providing the instrument (10)
 Haiti ran worn out in the S. Pacific? (8)
 Kind of sleeve soldier had (5)
 Short direction: "Metal source in mostly filthy surroundings" (24)
 But he's made of transformation? (7)
 Instrumental in filling Freston's Hall on a large scale? (7, 5)

DOW.

- 2 Spares the French in dirt
- 2 Cattle, a set-back (?)
- 2 See 8.
- 4 Money plant (4)
- 5 Ability to make money like
- 1 a king? (5, 5)
- 6 See 9
- 7 Foreign statesman some
- times seen before camera
- (?)
- 8 See 9
- 9 8 3 2 3 6 2 5 Suitable setting
- for RK's words. No detente!
- (4, 2, 4, 3, 4, 2, 4, 8, 5, 5,
- 5, 4)
- 10 "Boat? It lent precariously"
- (War announcement) (4, 6,
- 6)
- 17 There's comparatively more
- light from the more able (8)
- 19 Some set her toes in the
- ridge. Heavenly? (7)
- 21 Deeply fix in corn, etc (7)
- 22 See 8
- 23 See 9
- 24 The solution to last Saturday's
- prize puzzle will be published
- with names of winners next

AUTHORISED UNIT TRUSTS

[illegible]

INSURANCE, OVERSEAS & MONEY FUNDS

[illegible]

OFFSHORE AND OVERSEAS

Standard International Ltd		D462 27312		Bank Market		Gr Excess	
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Societe Generale Merchant Bank				Gr Excess			
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Standard Bank Fund Managers				Gr Excess			
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Standard Chartered Off. Money Mkt Fund				Gr Excess			
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Strategic Metals Corp Inc Metals				Gr Excess			
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Strategic Metal Trust Inc Lds				Gr Excess			
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Strategic Metal Tr. Lds				Gr Excess			
PO 44/4, Gateway, Ctr	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Ac	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
International Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Pay	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess
Account Rec	12/26	12/26	12/26	Gr Excess	Net	Gr Excess	Gr Excess

Money Market Trust Funds

Money Market Bank Accounts

Corydon Alerts	0.00	2.99
Sales Alerts	1.30	1.30
Japanese Yen	0.81	3.36

Citibank Savings

St. Martins Hse, Hammersmith Grove		
Money Market Plus	125,000+	7.50

H.I.C.A. £2,500 + 1 _____ 9.31 6.90
 Millward Bank plc
 PO Box 2, Sheffield _____ 0742 2
 High Int. Chq. Acc. _____ 6.73
 £10,000 + _____ 9.36 7.00

Over \$10,000.....9.50 7.10
Western Trust & Savings Limited
 The Marygrove, Plymouth PL 1SE
 High Int. Ctg. Acc.....9.87 7.50
NOTES—Gross rate to those exempt from

BAT	38	WEI	
BOC Grp	32	West West Bk	
BSR	24	P & O Dfd	
BTR	45	Phospy	
Babcock	29	Polly Peck	
Bearcats	45	Plural Elect	

Legal & Gen	79	James
Lex Service	38	Corn Gold
Lloyds Bank	95	Low No
Lucas Inds	60	T Zinc

A selection of Options traded is given

[illegible][illegible][illegible][illegible][illegible]

[illegible]

NEW YORK

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
DOW Jones Industrials	1874.18	1836.13	1844.07	1867.19	1840.16	1865.89	1822.29
Time Bnds.	89.85	89.85	89.83	89.83	90.84	91.34	93.75
Transport	786.50	779.63	774.63	774.13	778.30	783.84	783.84
Utilities	187.65	185.06	183.78	183.47	188.89	189.78	185.78

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
STANDARD AND POOR'S Composite	945.70	941.42	941.13	963.58	930.96	947.86	948.86
Industrials	975.45	971.00	970.87	969.06	969.11	977.19	974.86
Financials	28.87	27.28	27.84	27.57	27.95	27.18	27.54
U.S. Gov. Bonds	141.00	138.81	138.56	137.70	138.03	142.91	142.57

	June 6	May 30	May 23	May 16	May 9	1995	Sinon Org
Low Industrial	3.00	3.07	3.47	3.63	3.63	4.99	
Low P Industrial	3.97	3.95	3.93	3.93	3.93	3.97	
Low P Ind P/R ratio	37.85	37.85	37.85	37.85	37.85	37.85	

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
Canada	151.30	150.06	127.85				
U.S. Gov. Bonds	15.32	17.84	12.77				
T.C.	130.04	134.00					

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
Canada	151.30	150.06	127.85				
U.S. Gov. Bonds	15.32	17.84	12.77				
T.C.	130.04	134.00					

INDICES

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
Australia	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Belgium	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Denmark	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
France	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Germany	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Hong Kong	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Italy	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Japan	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Netherlands	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Norway	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Singapore	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
South Africa	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Spain	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Sweden	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
Switzerland	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
World	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
Canada	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
U.S. Gov. Bonds	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
T.C.	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1

	June 12	June 13	June 14	June 15	June 16	1995	Sinon Org
Canada	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1	1518.1
U.S. Gov. Bonds	1518.1	1					

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 35

